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ABSTRACT

The purpose of this publication is to record the history of the Council of Educational Facility Planners International during the 20 years from 1980 to 2000, including information that connects the years preceding 1980 and beyond 2000. Past and present presidents and executive directors offer "stories" in response to prompting questions about their personal experiences with the council. Also included is a summary of the council's previous history publication, published in 1982, titled "From NCSC to CEFPI: The Council's First Sixty Years." (EV)

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CEFPI

REFLECTIONS

The History of the Council 1980 - 2000

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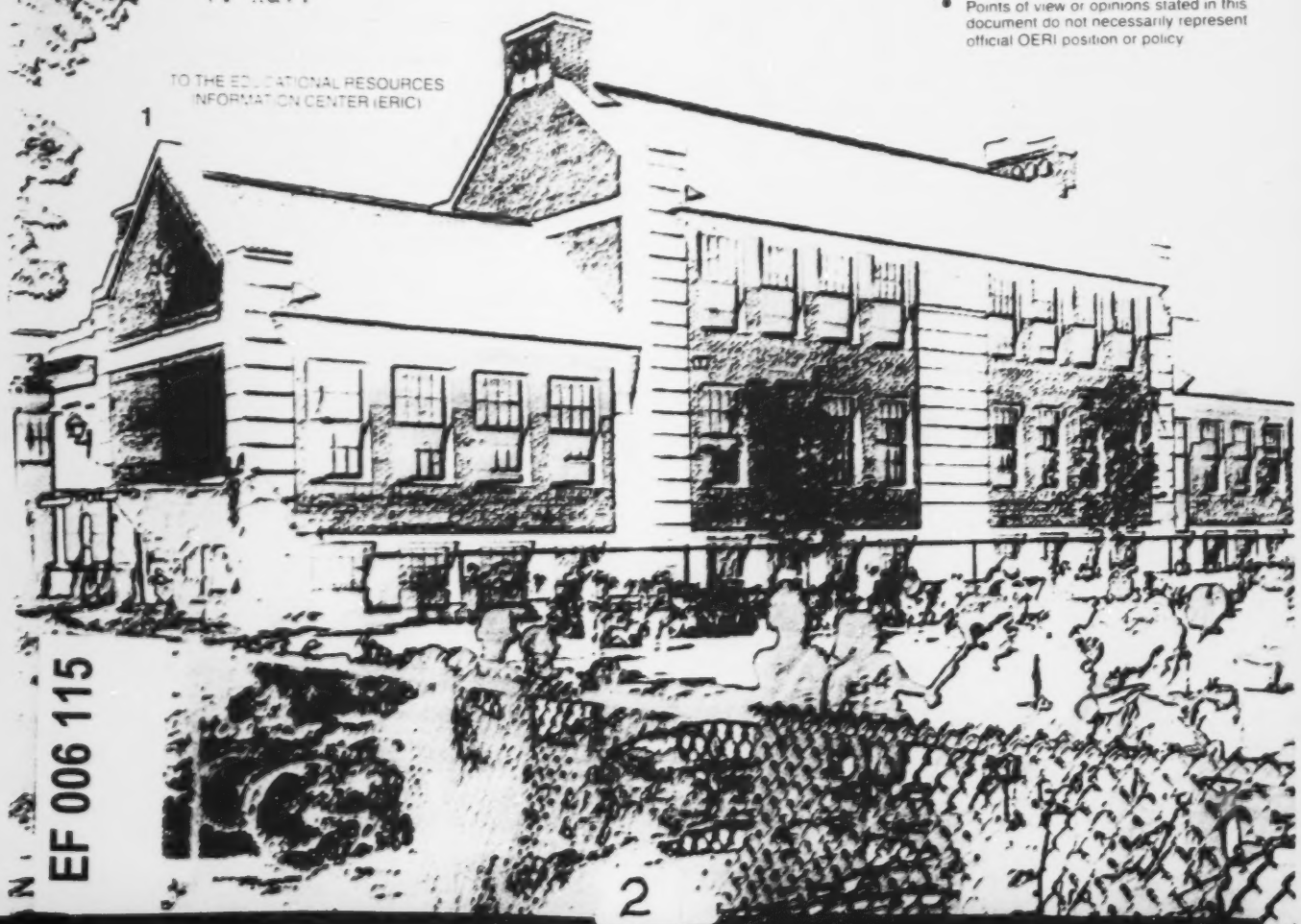

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THE COUNCIL OF EDUCATIONAL FACILITY PLANNERS INTERNATIONAL

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The Council of Educational Facility Planners International
9180 East Desert Cove Drive, Suite 104
Scottsdale, Arizona 85260

Phone: 480.391.0840 Fax: 480.391.0940 www.cefpi.org

The CEFPI History Update Committee

Lee Brockway
Harold Hawkins
Robert Hedley
James Jennings
H. James Schroeer
Milton J. Miller, Chairperson

Thomas Kube, CEFPI Executive Director
Deborah Moore, CEFPI History Editor

PREFACE

The purpose of this book is to record the history of the Council of Educational Facility Planners International during the twenty years from 1980 to 2000, including information that connects the years preceding 1980 and beyond 2000.

The most recent history of the organization, entitled *From NCSC to CEFPI: The Council's First Sixty Years,* was published in 1982. Its author was A. L. Beck assisted by W. D McClurkin and Francis Darby. A very limited number of copies are on file at CEFPI headquarters; however, an abstract of contents of this first History is included within this publication, entitled, *THE FIRST SIXTY YEARS*, written by Jim Jennings.

To most of us, history means history books or other media. But history, especially recent and current history, resides in our minds. It was decided to identify CEFPI people, who have, stored in their memories, the history of the organization over the past twenty years and ask them to tell their story – for history *is* a story. The writers accepting the challenge were the past and present presidents for years 1980 through 2000, from Morgan to Myers, three executive directors, Gardner, Wall and Kube, and interim executive directors, Wohlers and Hedley.

Writers were given a few questions and suggestions as a guide for their writing:

- **Introduction:** Who are you? What are your attributes? Experiences? How do you relate to the Council?
- **Your story:** When and how did you learn about the Council? What caused you to become a member and continue as a member over the years? What challenges did you face during your presidency? What did you do for the Council? What did the Council do for you? What are your special memories? How you feel about the Council, its programs and its members?

The History Update Committee extends its deepest appreciation and thanks to the writers for sharing their experiences, observations and insights in this publication.

Milt Miller, History Committee Chairperson

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THE FIRST SIXTY YEARS

NCSC TO CEFPI: THE COUNCIL'S FIRST SIXTY YEARS (1922-1982)

In 1982 Mr. A. L. Beck authored a publication entitled "From NCSC to CEFPI: The Council's First Sixty Years." This product of the CEFPI History Committee consisting of A.L. Beck, W.D. McClurkin, and Francis Darby, was an attempt to gather and record important events which took place during the formation and growth of the Council.

Their approach was to divide the book into segments of time, each giving a short summary and then adding membership data and biographical profiles. A summary of each chapter is included to form a basis for the *new* history.

CHAPTER I — DEVELOPMENTS IN SCHOOL BUILDING PLANNING: REGIONAL EXPERIENCES.

This chapter discussed the evolvement of school facility planning and standards in four areas of the country. Specific areas which were discussed included Minnesota, The Southern States, The Far West-Oregon Country, and Setting the Stage in the Mid-west. Anecdotes relating to school building concerns and Departments of Education were presented. It was recognized during this period that a need existed for trained state directors of schoolhouse planning and school hygiene to guide the expanding program of rural construction. Ultimately this need was the basis of forming a national organization which related to school construction.

CHAPTER II — THE EARLY HISTORY OF NCSC: 1922-1934

It was an historic meeting on March 2, 1921, when three school plant planners, Samuel A. Challman of Minnesota, Frank H. Wood of the State of New York and Charles McDermott of New Jersey met in a hotel room in Atlantic City to discuss the merits of an organization to strengthen school facility planning. Credit for originating the *National Council on Schoolhouse Construction* is due Challman, Wood, McDermott and William Bruce, together with other outstanding leaders in plant planning in the early twenties.

The earliest document of record is a letter dated May 17, 1920 from Challman to Frank H. Wood, Chief of School Buildings and Grounds for New York. The letter read in part:

> *"As I mentioned to you I have been asked on several occasions to prepare a draft of a law for control of erection of school buildings. It seems to me that those of us who are doing this work should get together on a matter as important as this, and I am wondering if it would not be a good plan for us to effect an association and hold a meeting. There are not a great number of us, and if you are willing I would like to issue a call, jointly with you, for such a meeting. I will make up a list of people I know and you can do the same. Together we should be able to round up everybody in the country who is interested in work such as ours."*

As a result of this letter, the March 21,1921 meeting in Atlantic City took place. These men agreed at this conference that they would attempt to effect an organization of persons to deal with school building problems in an official capacity.

The first meeting of the National Council on Schoolhouse Construction was held at the Statler Hotel, Buffalo, New York, April 18-19, 1922 and an organization was effected for the following purposes:

1. To promote the establishment of reasonable standards for buildings and equipment with due regard for economy of expenditure, dignity of design, utility of space, healthful conditions and safety of human life.
2. To combat wastefulness, poor planning, questionable equipment, and other undesirable features, whereby the best interests of the children are not served: and
3. To disseminate such information with regard to school building as may be of value to the public and to school officials.

The balance of this chapter was devoted to the biographical profiles of the people involved in this new organization.

CHAPTER III — NCSC: 1934 - 1947

The first great period of growth of the National Council on Schoolhouse Construction dates from the time the three school facility planners met at Atlantic City in 1921 and made the decision to form "an organization to strengthen school facility planning" until twelve years later when W. C. Bruce retired as secretary-treasurer. This period saw major expansions in various areas of the organization, mainly; the bylaws were approved, then amended to meet the changing needs of the Council. The organization gradually became an influence for higher standards in school facility planning through the development of standards, and an effort to bring into the Council all individuals who were qualified for membership.

The next thirteen years, 1934-1947, were under the influence of four secretaries: Dr. Ray L. Hamon, Peabody College, 1934-1940; James L. Graham, Florida, 1940-1946; Sam Clemens, Tallahasseė, Florida until his death in 1947, followed by H.C. Headden until the fall 1947 meeting of the Council.

The bylaws, even though changed a number of times relating to membership requirements, had a more limiting effect on the size of the organization than is found in the present CEFPI bylaws. The secretary continued on a non-salary basis, which was not changed for another nineteen years.

The need for a large number of classrooms at all levels of education resulted in many educators turning their talents, interests and backgrounds to the field of school facility planning. The rest of the chapter contains biographical profiles of new members.

CHAPTER IV — NCSC: 1947 - 1960

This was one of the great periods of change in the philosophy of education, school planning and design. We only need to look at the 1961 Council program in Atlanta, Georgia, to see that it was an evaluation of accomplishments, most of which occurred in the 1947-1960 era. The tone of the conference was set by one of our great leaders, Dr. Shirley Cooper, in his keynote presentation, "The Emerging Education Program and Its Implications." This was followed by "Emerging Educational Programs in the Secondary School," by Richard Featherstone: "Emerging Educational Programs in the Junior College," by Dr. James L. Wattenbarger; and "Emerging Elementary School Programs" by Superintendent Jim Cherry.

The Council attempted to make the new ideas available to all of its members as well as others involved in school facilities planning through frequently updated versions of the Guide for Planning Educational Facilities. The proceedings of the National Council on Schoolhouse Construction were enlarged and refined so that today they are the most valuable references of the history of the Council.

Much of the success of the Council during this thirteen-year period should be credited to Dr. W. D. McClurkin, of Peabody College, who served as secretary-treasurer for the entire era. "Mac" was the person who successfully, and almost single-handedly, wrote, edited and printed the "Proceedings." He worked closely with all Guide update and publications committees to bring to the Council pertinent records, reports and historical information. Additional biographical profiles were included in this section.

CHAPTER V — THE TRANSITION YEARS: 1960 -1966

During this period the National Council on Schoolhouse Construction produced a study attempting to encompass all plant planners under one organization or to modify NCSC to make it more comprehensive. In order to determine the interest of other organizations involved in plant planning in one or more areas of school construction, meetings were held with many organizations. The meetings were discussed in this section. They were summed up as follows:

> *"It was generally agreed that education would be aided by members of all associations 'tackling' the planning problems together, and that provision should be made in association meetings for joint effort activities involving the planning of schools."*

As is true in the evolvement of organizations, much effort was expended attempting to define the purposes of the organization. The Executive Committee, through committees, amassed information that would be used when considering changes in the organization. Consequently in September 1965, the Executive Committee submitted a complete

study for a proposed transition. This very detailed report **"NCSC and the Future" A Report to the Membership from Your Executive Committee** was included in this section in its entirety. Biographical profiles were also included in this chapter.

CHAPTER VI — THE EARLY YEARS OF CEFPI: 1966-1982

The Executive Committee of NCSC met in San Francisco on June 4-6, 1965. Many agenda items submitted related to incorporation of NCSC under the Laws of the State of Michigan. Dr. Floyd Parker was approved to sign the document as the First Resident Agent of the Corporation. A motion was passed that the Secretary-Treasurer be empowered to incorporate the Council as a non-profit, educational organization in the State of Michigan and that steps be taken to revise the Council Bylaws at the same time. It was pointed out that the bylaws must provide for (l) organization officers payment or salaries, (2) the method for dissolution of the Council, (3) legal incorporation as a non-profit, educational organization, and (4) exemption from state and federal taxes.

On September 15, 1965 the Articles of Incorporation were duly filed and recorded in the office of the Michigan Corporation and Securities Commission and the filing fee and franchise fee were duly filed. A set of proposed bylaws was presented to the membership at the National Council of Schoolhouse Construction meeting, held in Lincoln, Nebraska on October 5, 1965 and passed by a vote of 94 to 22. In the new articles of Incorporation, Article I states "The name of the corporation is COUNCIL OF EDUCATIONAL FACILITY PLANNERS, INTERNATIONAL. (Formerly known as the National Council of Schoolhouse Construction.)

The Articles of Incorporation and the organizations Bylaws were included in this chapter. Other portions of the chapter discussed the Expansion of Regional Organizations, including the starting and growth of the Chapter Movement, The Development Fund and a document relating to Council Policy. Biographical Profiles were also included in this section.

CHAPTER VII — LOOKING AHEAD 1982 TO 2000.

The final chapter in this document predicts some of the organizational outcomes and changes which might be expected to occur by the year 2000.

NEW HISTORY

It is with this background that the History Committee will record the significant activities of the Council and how it has adapted to meet the changing educational scene.

Jim Jennings

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THE GAVEL

THE HISTORY OF THE GAVEL

In Atlanta, Georgia on October 6, 1961, the retiring NSCS President Dr. Arnold C. Tjomsland, of the State of Washington, made a statement which has cleared up many questions concerning the history of our gavels.

"As you recall, about a year ago I challenged Mr. Randolph of Illinois, and Mr. Ertherington of Toronto, Canada, to form a committee to provide a new speaker's gavel and a new gavel block for this organization. I have before me here, the gavel that has been in use and is carved from the wood of schools of the states representing the original members of the Council. The new gavel when it is ready will represent the fifty states of the United States and the provinces of Canada. I think when we have accomplished this, we have set forth the unity of our organization and have created a symbol of the responsibilities you men and women carry."

From the beginning of public education in North America, wood has been a major building block in the development of its schools. With this thought in mind, it is not difficult to see why early in the history of the Council some creative minds decided that the official gavel that called the group into session should be made of the same materials that made their schoolhouses a bright spot in each community. Thus it was that the gavels were put together from wood that grew in the states and provinces from which our members came.

DWAYNE GARDNER
CEFPI EXECUTIVE DIRECTOR (1968 – 1985)

THE COUNCIL'S TRANSITION YEARS

Historically, the Council was a small, highly qualified and skilled group of men who were educators by training and placed in a location of responsibility for planning school buildings which responded to the educational learning needs of students. A very few of these members were designers by training, but each was employed by an educational institution, i.e. state department of education, large urban school district or college of education of a higher education institution. The membership was very limited to a few extensively trained persons, mostly located in the United States. It appears that most members did not see the organization nor their effort as a profession - they were educators who performed highly technical duties. As a result, their primary volunteer duty was focused on the preparation of technical documents. Many of these papers were prepared for delivery during their annual meetings.

The original name, **National Council of Schoolhouse Construction**, signifies the focus of the group on the health and safety issues of the structures and their related environments. At a very young age as an employee of the Nebraska State Department, I was accepted into membership of the Council during the 1957 annual meeting in Milwaukee, Wisconsin. I place emphasis of the term *accepted* because each and every member of the council was required to favorably vote for each candidate seeking membership.

The technical papers prepared by members became the foundation for the current "Guide for Planning Educational Facilities". Originally, its title was "Guide to School Plants". It should be noted that the change in the name of the organization in 1967 and the change of the title of the "Guide" in 1969 reflected a movement away from the technical aspects of structures to an emphasis on the planning processes. The change of emphasis and direction happened in spite of the opening of eligibility to permit membership by practicing designers/architects in 1965.

Prior to 1966, the Council and its activities were managed and organized by a non-paid secretary and secretarial staff who were employed by an institution of higher learning. Most notably, Dr. W.D. McClurkin of George Peabody College, Nashville, Tennessee and Dr. Floyd G. Parker of Michigan State University served in this role for many of the previous 45 years. .The change to a full-time paid Executive Secretary, Dr. Kenneth Widdall, in 1966 was a high risk, bold move by the Council.

Upon my selection in 1968 to serve as the Council's Executive Secretary, it was my good fortune to serve a Board of Directors who were visionary, committed and respected for their understanding of the planning process and the value of a learning environment which responds to the curriculum, the educational program and the methodology for its delivery. In addition, they understood the roles and the expertise of various disciplines within the Council membership.

It was with this background that my tenure as both Executive Secretary and Executive Director for the Council has been identified as ***Transition Years*** for the organization. To assist in the sequencing of events and in identification of significant Council events, certain milestones or landmarks are offered. I am certain that there are many other items, but these are issued, from my perspective, as a part of the record as the Council's Chief Administrative Officer during a very progressive and aggressive 18 years where significant changes occurred.

LANDMARK EVENTS, 1968 – 1986

1968

- Adopted written Board policies developed by Executive Secretary
- Developed and implemented uniform organization visuals, including logo
- Studied the potential value of making a profession of educational facility planners
- Assisted ***American Association of School Administrators*** *(AASA)* with architectural exhibit

1969

- Published the first issue of the **CEFP JOURNAL**, a professional trade magazine
- Continued the "Planner of the Year" award which had been jointly sponsored for the past two years with *American School and University Magazine*
- Expanded membership to include the Research & Development arms of business and industry who supply school building products
- Changed title and content, and published "**Guide for Planning Educational Facilities**"
- Adopted a new set of bylaws
- Updated school lighting standards in conjunction with ***Illuminating Engineering Society***

1970

- Promoted and universally implemented **"Guide"** as the textbook for educational administration students taking a course in school facilities planning
- Cooperated and collaborated with national educational and architectural professional organizations in program and research development

1971

- Changed the name of the organization and recognized members outside the United States by adding the word "International" to our corporate vocabulary. CEFP became **CEFPI**
- Elected a president for the first time who was an individual who lived and was employed outside the United States, Mr. Robert Guild

- Promoted membership of campus planners of institutions of higher learning
- Explored cooperative and collaborative program and operation effort with the ***Society for College and University Planning (SCUP)***
- Became secretary for ***National Association of State Directors of Educational Plant Services (NASDEPS)***

1972
- Changed the title of the Council's Chief Executive Officer to Executive Director
- Organized and implemented both an architectural and an industry exhibit program during the annual conference
- Promoted student memberships among full time graduate students
- Celebrated 50 years of Council's service to its members

1973
- Changed annual conference program format to reflect planning team concept, including architectural and industry exhibits
- Published an updated edition of the **"Guide for Planning Educational Facilities"**
- Initiated the Council's **"New and Views"** as an organizational newsletter
- Produced a membership directory

1974
- Expanded membership to include institutions
- Authorized a study of the organization for potential decentralization of the Council's leadership and to expand the potential involvement of members

1975
- Implemented a new regional organization with elected officers who became an arm of the Council's Board of Directors and the Executive Director
- Organized and conducted a series of workshops concerning energy conservation in schools
- Became secretary to school facility planner group located and serving urban settings

1976
- Changed bylaws to expand the number of Council board members, especially to permit the Board to elect one member who would represent a special interest, i.e. students, women, industry, etc.
- Developed a recognition program for emeritus members

1977
- Changed the bylaws and initiated **CEFPI's Development Fund**
- Promoted gifts and contributions to the Development Fund
- Redefined the role of Board members and the Executive Director

1978
- Recognized full-time students who were specializing as educational facility planners with scholarships from the Development Fund
- Acquired a grant from the Charles Steward Mott Foundation to develop a planning process which would be participatory in nature
- Developed a model energy conservation system for schools

1979
- Expanded the Council's awards and recognition program to include **Distinguished Service Award** (to recognize outstanding service to the *profession*) and **Service Citation Award** (to recognize members for service to the *Council*)
- Revised the Board policy to include identification of a new committee structure which included research and development, special programs, public information, liaison and regional programs

1980
- Produced, in association with Educational Facilities Laboratory (EFL), the Cooperative Planning Primer, a product of the Mott Foundation grant

1981
- Tested in three locations the planning process for strategic educational facilities planning which was developed through the Mott Foundation grant
- Established an extensive research library at Council headquarters
- Organized a consultants registry

1982
- Computerized the operation of all Council activities and programs
- Conducted a study about the potential impact of computers on the planning and designing of the school environment

1983
- Became a participating members of the ***Educational Leaders Consortium (ELC)*** which was an organization of presidents and professional executive directors of educational societies

1984
- Organized the annual conference program around a process of using Council members to strategically plan the future of the organization
- Developed a strategic plan for the Council

1985
- Devoted the year to planning for a transition to new Council leadership

Dwayne Gardner, CEFPI Executive Director 1968-1985

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1980 - 1984

1980

Annual Conference

Dallas, Texas

President	Tom Morgan	Auburn, AL
Past President	C. William Brubaker	Chicago, IL
President Elect	Wendell Locke	Oklahoma City, OK
Southern Region	Dr. Barney Kyzar	Natchitoches, LA
Southeast Region	Harry Pelley	Daytona Beach, FL
Southwest Region	J.V. Ward	San Diego, CA
Pacific Northwest Region	Dave Moir	Vancouver, BC
Northeast Region	Dr. Irving Peterson	Trenton, NJ
Midwest Region	John Brokaw	Boulder, CO
Great Lakes Region	Milton Miller	Grand Rapids, MI
At Large	Dr. William Griffith	Columbus, OH
At Large	Eugene Warren	Charlotte, NC
At Large	Dr. Aase Eriksen	Philadelphia, PA

1981

Annual Conference

Denver, Colorado

President	Wendell Locke	Oklahoma City, OK
Past President	Tom Morgan	Auburn, AL
President Elect	Harry Pelley	Daytona Beach, FL
Southern Region	Dr. Barney Kyzar	Natchitoches, LA
Southeast Region	Tom Ewart	Orlando, FL
Southwest Region	J.V. Ward	San Diego, CA
Pacific Northwest Region	Dave Moir	Vancouver, BC
Northeast Region	Dr. Irving Peterson	Trenton, NJ
Midwest Region	John Brokaw	Boulder, CO
Great Lakes Region	Dr. Donald Bush	Mt. Pleasant, MI
At Large	Dr. Floyd G. Parker	Haslett, MI
At Large	Eugene Warren	Charlotte, NC
At Large	Dr. Aase Eriksen	Philadelphia, PA

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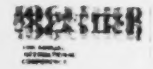
1982

Annual Conference



Columbus, Ohio

President	Harry Pelley	Daytona Beach, FL
Past President	Wendell Locke	Oklahoma City, OK
President Elect	Dr. William Griffith	Columbus, OH
Southern Region	Dr. Glen Cochran	Fayetteville, AR
Southeast Region	Clifford Nahser	Atlanta, GA
Southwest Region	J.V. Ward	San Diego, CA
Pacific Northwest Region	Clifford Gross	Seattle, WA
Northeast Region	Dr. Irving Peterson	Trenton, NJ
Midwest Region	John Brokaw	Boulder, CO
Great Lakes Region	Dr. Donald O. Bush	Mt. Pleasant, MI
At Large	Dr. Floyd G. Parker	Haslett, MI
At Large	Dr. Donald Wahl	Oklahoma City, OK
At Large	Dr. Aase Eriksen	Philadelphia, PA

1983

Annual Conference

Orlando, Florida

President	Dr. William Griffith	Columbus, OH
Past President	Harry Pelley	Daytona Beach, FL
President Elect	Milton J. Miller	Grand Rapids, MI
Southern Region	Dr. Glen Cochran	Fayetteville, AR
Southeast Region	Clifford Nahser	Atlanta, GA
Southwest Region	Robert Hedley	Denver, CO
Pacific Northwest Region	Clifford Gross	Seattle, WA
Northeast Region	Dr. Irving M. Peterson	Trenton, NJ
Midwest Region	Dr. G. Kent Stewart	Manhattan, KS
Great Lakes Region	Dr. Donald O. Bush	Mt. Pleasant, MI
At Large	Dr. Floyd G. Parker	Haslett, MI
At Large	Dr. Donald Wahl	Oklahoma City, OK
At Large	Dr. John W. Kulba	Edmonton, Alberta

1984

Annual Conference

Toronto, Ontario

President	Milton J. Miller	Dallas, TX
Past President	Dr. William Griffith	Columbus, OH
President Elect	Dr. Barney Kyzar	Natchitoches, LA
Southern Region	Dr. Glen Cochran	Fayetteville, AR
Southeast Region	Clifford Nahser	Atlanta, GA
Southwest Region	Robert Hedley	Denver, CO
Pacific Northwest Region	Clifford Gross	Seattle, WA
Northeast Region	Dr. Irving M. Peterson	Trenton, NJ
Midwest Region	Dr. G. Kent Stewart	Manhattan, KS
Great Lakes Region	William H. Whitnall	Scarborough, Ontario
At Large	Lowell G. Salmon	Annapolis, MD
At Large	Dr. Donald Wahl	Oklahoma City, OK
At Large	Dr. John W. Kulba	Edmonton, Alberta

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HISTORY & HIGHLIGHTS

1980

- CEFPI receives grant from Mott Foundation for research on the relationship of energy consumption of extended day for community educational programs to the formal or regular school day.
- The Council's Center for Community Education Facility Planning in conjunction with the Educational Facilities Laboratories develops a **Planning Assistance Kit**

1981

- **Facilitating Participatory Planning, A Curriculum Guide** is made available to faculty teaching graduate or undergraduate courses on participatory planning
- CEFPI updates **Alternative Uses of Excess Schools**
- CEFPI is active member of U.S.Council for the International Year of Disabled Persons (IYDP)

1982

- **Guide for Planning Educational Facilities** is updated
- The state of Colorado moves to the Southwest Region
- **What We Can Do Together: The Ingredients and Products of Community Growth** workshops are held in Baltimore, MD and Salt Lake City, UT on new planning techniques
- Bill DeJong resigns as Assistant Executive Director of CEFPI to take a position as Executive Director of the National Community Education Association

1983

- President Barney Kyzar presents a new **five-year plan** for CEFPI as a result of an extraordinary planning session held in conjunction with the 1984 Toronto Annual Conference. The five priorities revolve around: Computerized information dissemination; Research on future learning environments; Member access to procedures for financing capital improvements; Energy conservation; Clearinghouse for standards for construction and equipping of educational facilities.

1984

THOMAS E. MORGAN
CEFPI PRESIDENT — 1980

Tom Morgan, a member since 1968, served on the Board of Directors of CEFPI 1976-1981, and as President of the Council in 1980. Tom served as the first secretary of the Southeast Region for two terms and then as President of the region for two terms in 1973-1974. Presently he is an Emeritus Member of the Council.

Dr. Morgan earned his B.S. from Austin Peay State University in Clarksville, Tenn. in 1951. He earned his M.S. from the University of Tennessee-Knoxville in 1954 and completed work for his doctorate in 1968 also at The University of Tennessee-Knoxville. Tom worked as an electrical engineer for the Louisville and Nashville Rail Road (Louisville, Ky.) 1954-57; taught part-time at the University of Louisville, 1957 and became an Assistant Professor of Civil Engineering at the University of Kentucky, Lexington, 1957-1966.

After completing work on his doctorate at the University of Tennessee in 1968 he was appointed an Associate Professor of Educational Administration at Auburn University where he established an educational planning service and taught educational planning and business courses. He was promoted to Professor of Educational Administration in 1975. Tom retired from Auburn University as Emeritus Professor in 1994 after thirty-seven years teaching at the university level.

Over the years he received numerous citations and awards, both Regional and International, including the 1988 President's Award.

MORGAN'S STATEMENT:

I became acquainted with the Council in 1966 while at the School Planning Lab at the University of Tennessee. At that time the Lab was directed by Dr. John Gilliland and we were involved with planning several schools in Montgomery County, Tennessee. John Shaver was the architect for these schools. Dr. Gilliland and Mr. Shaver had several discussions about the Council with Dr. John, as he liked to be called, cussing the Council (he was mad at the Council for some reason I don't remember) and Mr. Shaver defending the Council. Needless to say in the two years of my stay at the School Planning Lab I did not get any closer to the Council. In the summer of 1968 I was appointed to establish a "school planning lab" at Auburn University. One of the first actions I took was to attend the CEFPI Annual Meeting in Washington, DC where I became a member and met the new director, Dwayne Gardner. From that time I became a regular attendee at the Annual Conferences.

In 1971, at the conference in Las Vegas, it was announced that there would be meetings held by groups of states to organize "regions" within the Council. I decided to attend since

there was so little to do in Las Vegas. The meeting was convened by Dr. Carroll McGuffey and his first request was for someone to take notes. As usual there was a great silence when this request was made. Mac noticed that I had, without thinking about it, laid a small recorder on the table. His reaction was that since I had a recorder I could be the temporary secretary for the "few" notes needed to be taken. To make a long story short (er), at the formal organizational meeting of the group that was to become the Southeast Region, McGuffey was elected president (and served two terms) and I was elected secretary (also served two terms). Following those two years, I was elected president and again served for two terms. Needless to say by that time I was completely hooked on the Council and Region.

For me the highlights of being a Council member probably came during the annual conferences when we had opportunities to hear presentations on the latest developments (and sometimes fads) in facility planning and design. Meeting with leaders in the field individually and in small groups is also high on my list of things I gained from being part of CEFPI. In 1976, I got a really different look at the Council, when I was elected to the Board representing the Southeast Region. Not only did I learn how an international organization functioned, but I had the opportunity to work with individuals who had well earned reputations in the field of planning and design. I am still amazed that in 1978 I was elected to serve CEFPI as president-elect and to ascend to the presidency for the year 1979-80! It was and is an honor that I will always be thankful for. During my term as president probably the topic of energy caused more concern and discussion than almost anything else. The Council had appointed an energy committee earlier, chaired by Don Burr. Don made regular reports to the Board and was somewhat of a fanatic about energy. His extreme positions caused some dissension on the Board and with the staff. Another topic for regular discussion was the financial status of the Council (always verging on bankruptcy). There were times Dwayne Gardner (Executive Director) took out personal loans to keep the organization solvent.

With the opportunity to serve on the Board for six consecutive years, (three as an elected Board member and three in the presidential line) Marylou and I had many interesting experiences. One that stands out in particular was the Board meeting in Sun Valley, Idaho better known to those of us there at that time as "Rain Valley". It rained the entire time we were there except the morning we left. Wendell and Willie Locke were there. They had flown in on a small commuter plane, and were not at all happy about flying out that way. Marylou and I had rented, as I recall, a bright yellow Pinto and we invited Wendell and Willie to ride back to Salt Lake City. That was quite a trip with four fairly large people and all their luggage in a Pinto from Sun Valley to Salt Lake City.

For those of us from the Deep South another interesting Board meeting took place in Edmonton. We thought it normal when the sun set at about 9 pm in early June, but were not prepared for a 1am sunset and for a 3 am something sunrise. Obviously this was our first trip this far north!

By far, for both Marylou and me, the most lasting and satisfying aspect of being a member and working for the Council was, and is, the many good friends we have made over the years.

Tom Morgan, 1980

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WENDELL LOCKE
CEFPI PRESIDENT — 1981

Born in Douglas, Kansas on August 19, 1924, Wendell attended Oklahoma State University, receiving his B.A. in 1950 and his B.Arch. in 1953. From 1963-1962 Mr. Locke had experience on about 100 educational projects with other firms, and over 300 projects with his own firm. Many of these projects have been displayed in over 30 national exhibits, written up in 15 national publications, and given 3 national design awards. He has received many honors from the American Institute of Architects, including: Fellow, 1976; Chairman (1975); Vice-Chairman (1974); and Member (1971-1976) National Committee on Architecture for Education; and President (1978) Board of Directors, Oklahoma Chapter.

Wendell joined the Council in 1968 and since that time has been active in Council affairs. He was a member of the Board of Directors from 1976-78. He served on the Oklahoma City Host Committee in 1970; 'School of the Month' jury in 1971-72; International Advisory Committee 1972-74; Professional Educational and Training Committee, 1973-74; Awards Task Force Chairman, 1977; Finance Task Force Chairman, 1978; Development Fund Chair, 1979-80; and as President in 1981.

Accepting the gavel from outgoing President Tom Morgan during the final minutes of CEFPI's Annual International Conference in Dallas, President Locke called upon all members to actively participate in the activities of CEFPI, stating that the real value in membership comes through involvement. To facilitate that participation, thirteen goals were adopted in July of 1981.

1. CEFPI should undertake, or cause to be undertaken, research on relevant topics dealing with planning in order to reinforce the professional activities of the CEFPI members.

2. CEFPI should focus on programs, projects, and activities concerning conservation of energy, use of alternative sources, energy conscious design, and the preparation of educational facility planners to meet the needs of the post-petroleum world.

3. CEFPI desires to establish internship programs in facility planning for interested individuals

4. CEFPI will continue to develop and refine a role for a team member known as the *Planning Process Facilitator*

5 CEFPI desires to provide informational and retrieval services to assist members in their professional activities

6 CEFPI will continue to provide an annual conference for the professional development of its members

7 CEFPI will actively seek new members

8 CEFPI will seek grants and enter into *appropriate* contracts to provide technical assistance

9 CEFPI will continue the operation of the *Center for Community Education Facility Planning*

10 CEFPI will work to strengthen its regional organizations

11 CEFPI will continue the publication of the **CEFP JOURNAL** and the **News & Views**

12 CEFPI will continue to develop and improve personnel and business related functions and develop a new data processing management information system

13 CEFPI will work to strengthen the assets and activities of the Development Fund

Wendell Locke, 1981

Written for Wendell Locke by editor

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HARRY L. PELLEY
CEFPI PRESIDENT — 1982

Harry Pelley, a member since 1966, served on the International Board of Directors of CEFPI and as Director of the Council in 1982. He also served two terms on the Board of Governors of the Southeast Regional Board, and later as the chairman of the Regional Board for one term. Presently he is an Emeritus Member of the Council.

Mr. Pelley earned a B.S. degree in Business Administration and a B.S. degree in Education from Kent State University in 1949. His was the last duel degree awarded in the same year from Kent State. Mr. Pelley received his M.A. degree from Ohio State University 1954. Mr. Pelley served as a senior high school principal for three years and the next twelve years as superintendent of schools in several school districts in Ohio. From 1965 to 1972 he was the Director of the Educational Facility Planning section of the Florida State Department of Education.

From 1972 to 1975 Mr. Pelley served as the Senior Educational Planner for a private architectural firm in Florida specializing in educational facilities. In 1975 he left facility planning to serve one year with the Seminole County Board of Education. He used his Business and Labor Relations degree to serve as Chief Negotiator. After three successful contracts were completed, he left Seminole County to become the Dean of Instruction and Facility Planning for the Daytona Beach Community College. His work at the college tripled the size of the enrollment by adding two branch campuses and additional facilities on the main campus. Harry retired from the college in 1983.

Harry's involvement in facility planning began during his first superintendency with the pioneering use of educational specifications for building schools in Ohio. As he progressed to future districts, he was recognized by the State of Ohio for the building of exceptional elementary and secondary schools.

The magazine "Nations Schools" selected one of the high schools as being one of the ten most outstanding high schools buildings in the nation. As a result of Mr. Pelleys combining of small schools into larger, better-planned and equipped schools, he became known as "Mr. Consolidation" in the state of Ohio. At least three of the schools crossed county lines and one of them included students from five different counties.

In 1965 he became part of the Florida State Department's Bureau of School Construction as the Director of the Educational Facility Planning section. His work here was very rewarding as it touched the lives of thousands of school children in Florida by

providing better planned and facilitated school rooms. In addition to K-12 programs, he also worked in the planning of many Community Colleges and Vocational Institutions. One of his most notable accomplishments was the upgrading of State regulations making it mandatory for all new & renovated facilities to complete educational specifications. He also became active in the changing from Junior High Schools to the Middle Schools concept in Ohio.

As a result of his working for the Florida State Department, he became associated with the Council where he served on numerous Regional and National Committees. He also attended the Regional Conference and worked with Dwayne Gardner and a most cooperative and enthusiastic Board of Directors. This board included Wendell Locke, Jack Brokaw, Donald Bush, Glen Cochran, Cliff Nasher, Floyd Parker, Irving Patterson, JV Ward, and staff members Dwayne Garner and Karen Stevens.

CEFPI's Board

During his Tenure as President, in addition to yearly routine business matters, we were given some serious problems to solve. Mr. Pelley reminded the Board that they should act as a policy-making group and leave the management and administration stuff to the staff. Challenges faced included:

- *Membership*: A determined effort to increase membership. Chairman - Floyd Parker.
- *International Promotion*: It was a consensus of the board to make a concerted effort to encourage an organizational meeting for a region in Europe.
- *History*: Al Beck reported on the status of his work in this area.
- *Finances*: This area of concern was discussed at every meeting during his tenure in office. Thanks to the work of Dwayne Garner, staff members, and Council membership, this problem was being addressed and would continue to be addressed in the years ahead. To facilitate a solution, the Executive Council was authorized to provide technical assistance services on a profitable basis. The purpose of this policy was solely to improve the financial position and security of CEFPI.
- *New Location for Headquarters*: As in all previous meetings of the Board and Staff, continued reports and recommendations were received.

The year as President was the most rewarding to him because of the excellent staff and the Board members previously named.

The Annual Conference

In preparation for the International Program, Harry met with a Japanese Professor who helped him with his introduction of the Japanese speaker. The main speaker did not speak English and was bringing a lady interpreter with him. Harry planned to learn a short Japanese introduction. The Japanese Professor took his written words and changed them into Japanese characters. He then introduced Harry to two Japanese women who lived in his home city. They helped him for quite some time using phonetics to help him with the language. Soon he had his introduction written in Japanese and English and could speak in "Japanese" for five minutes. Harry was nervous but did give the five-minute introductions to the speaker; he also gave a short language thank you afterward.

You should have seen the expression on the faces of his colleagues as he spoke without too much hesitation. When he showed them his introduction in Japanese characters they were really impressed. That evening however, his friends discovered his secret when he could not understand conversations with numerous educators who had accompanied the speaker. Nick H Kajita, technical director for the group, came to his rescue at the reception.

LESSONS LEARNED

As a result of his association with the Council he realized that continuing efforts need to be made in the following areas:

1. Adults should control the environment of students.
2. Emphasizing that a school facility never changes gives a good indication that the program within is dead or never alive.
3. We are living in an age of constant change. We must be willing to make a few mistakes - we must not be afraid of failure.
4. Five or ten years from now we will be using equipment and teaching programs that are not even thought of today. Just to keep abreast of the new terminology should take about one day a week of planned time. Then when we think of the new technological improvements - WOW!
5. Programs must change. There is a new number in education today. That number is ONE. We must continue to turn our attention from a classroom of 25-30 students to the individual student's program, his activities and his environment. In other words, individualization of instruction is here - and we must "get with it".
6. As near as possible, school facilities should be designed specifically for changes which the unknown educational future will bring.
7. Facilities should be flexible so that teachers can adopt them and make use of educational innovations. The teachers should no longer have to concern themselves with arranging students to suit an inflexible program but be able to rearrange the room to suit the needs of the student.
8. Problem areas in planning and constructing buildings.
    a. Low bid is not always the best or the most economical.
    b. A few buildings are being built without carpet!
    c. Board members are not following educational specifications.
    d. Educators are uncooperative in accepting new philosophies.
    e. What are our colleges and universities doing to teach future teachers to perform in new "open plan" curriculum or whatever the plans are called in the future?

Harry and his wife Colleen have really enjoyed their association with the Council and the many friends the have made from wide areas of the world. They celebrated their 50th wedding anniversary June 13, 1999. They have two children who are also teachers.

Harry Pelley 1982

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WILLIAM J. GRIFFITH
CEFPI PRESIDENT – 1983

William J. Griffith, a member since 1964, served on the Board of Directors of CEFPI from 1977 to 1983, including a term as President in 1982-83. He is now an Emeritus Member. He has served the Council on many committees, was membership chairman from 1977 to 1980 and chaired the local arrangements committee for the 1982 annual conference. He was chosen as "Planner of the Year" in 1985.

He received his BS and MA degrees from Bowling Green State University in 1950 and 1954, and earned a Ph.D. from the Ohio State University in 1964. During his 43-year career in public education he served as classroom teacher, public school administrator, university faculty member and university administrator. For 16 years he was head of the campus and facilities planning office for The Ohio State University. He was also a consultant to school districts and to colleges and universities on campus and facility planning problems.

WILLIAM J. GRIFFITH WRITES:

In the summer of 1960 I took a course in school plant planning, taught by long-time Council member Arthur Wohlers, at The Ohio State University, as part of graduate studies. That got me interested in facilities planning (although I had some interest in buildings since my father, grandfather, and great-grandfather were all carpenters and builders). When I began full-time graduate work in 1962, I was appointed a graduate assistant in the Administrative and Facilities Unit of the Bureau of Educational Research at Ohio State where I worked under the direction of Marion J. Conrad and Arthur Wohlers, both active council members. They were my mentors for two years and I learned much from them. After completing the Ph.D. in 1964, I was appointed to a faculty position, working with Prof's. Conrad and Wohlers, until I took a position in the Campus and Facilities Planning Office at Ohio State in 1966. During the years I worked with Prof's. Conrad and Wohlers, I was a staff member and directed more than 30 projects for school districts, helping them plan facilities or developing long-range facility plans. In 1967 I was appointed head of the Campus and Facilities Planning Office at Ohio State. When I left that position in 1983 we had planned new construction or renovation of 8.5 million square feet of university facilities, about 40 percent of the then existing campus. For the next ten years I did consulting work, with more than 30 projects at various college and university campuses.

My first Council meeting was in October 1964 in Houston. I was greatly impressed with the quality of programs and the caliber of leadership I saw at the annual conference.

That has been true ever since. Although I have held membership in several educational societies, the Council has been far and away the most effective and the most meaningful of all. My active involvement in Council activity began early as I was appointed to the Guide Rewrite Committee in 1964. I was always grateful to Al Beck, who put me on the committee even though I was a rank newcomer. Over the next several years I always had a committee assignment of some sort which kept me interested and committed to the Council. When I became President of CEFPI in 1982, I tried as much as possible to appoint some new members to various committees as a way to get them involved early on. I have been privileged to attend every Council annual meeting from 1964-1989. Since full retirement in 1993 I have been relatively inactive in Council affairs.

When I became President at the 1982 annual conference, the Council faced some serious problems. The budget was in arrears and membership was down considerably. As a result, the Board of Directors took several actions to improve the condition of the Council. Dues were increased, the headquarters staff was authorized to provide technical assistance to school districts at their request as a way to increase Council revenue, membership recruitment was reorganized to provide more leadership at the state and province level, a handbook was produced to help regions strengthen their activities, and a plan for workshops and seminars on timely facility planning problems was prepared. All of this activity emerged from the work of three Board of Directors Task Forces which I appointed: Budget and Dues, Education and Training, and Regional Involvement. The Board also decided that either the President or the Executive Director should attend each regional meeting during the upcoming year as a way to demonstrate Council interest and support for regional activity. I attended the Pacific Northwest, Southwest and Great Lakes regional meetings in 1983 and Executive Director Dwayne Gardner attended all the other regional meetings. The three regional meetings I attended that year were all excellent and my wife and I were most cordially received.

Membership in CEFPI has meant a great deal to me for over 35 years: not only the helpful and interesting programs at both regional and annual meetings but also the many friendships that develop as one works with the quality of people found within the Council membership. My wife and I have both enjoyed the social activity, the opportunity to see new places, and the interaction with the fine people that are found at Council meetings.

Bill Griffith, 1983

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MILTON MILLER
CEFPI PRESIDENT — 1984

Milton Miller, a member since 1965, served on the Board of Directors of CEFPI 1977-1980, and as President of the Council in 1984. He also served as President of the Great Lakes Region (1974-1976) and of the Southern Region (1990). Presently, he is an Emeritus Member of the Council and serves on the governing board of the Southern Region.

Mr. Miller earned his B. S. degree from the University of Wisconsin-Stout in 1950 and his M. A. degree from the University in 1960. He completed his Educational Specialist degree at Michigan State University in 1971.

Mr. Miller served the Grand Rapids Michigan Public Schools for 33 years as a teacher, Director of Educational Facility Planning and as Associate Superintendent for Fiscal and Facility Services. In 1983, he was appointed as Director of Educational Facility Planning for the Dallas, Texas Public Schools. During his 10 years in Dallas he was in charge of the District's $220 million building program.

The Council recognized his career of 43 years, in the field of public education, in 1990 when he was named the "Planner of the Year." Four years later, in 1994, he was the recipient of the coveted "President's Award."

Milton and his wife, Beverly, are no strangers to the Council. For 35 years, they have contributed their time and enthusiasm to the Council and its activities. In 1995, the couple co-chaired the Local Arrangements Committee for the 72nd International Conference in Dallas. Milton and Beverly celebrated the 50th anniversary of their marriage on June 9, 2000. In the Miller family there are four children, nine grandchildren and three great-grandchildren.

Most recently, Mr. Miller chaired the CEFPI History Update Committee.

MILTON MILLER WRITES:

My introduction to school facility planning, and ultimately to the Council, could not have been predicted. It just happened.

Dr. Donald Leu was well known in Michigan, through his work as the State's Assistant Superintendent of Public Instruction and as Professor of Educational Administration at Michigan State University. Mr. Benjamin Beukema was the Superintendent of Schools in Grand Rapids when there was a need to develop a " Long Range Plan" for school facilities. Apparently, these two men were conferring about "a plan for planning" (a term that Don often used) when Mr. Beukema asked Don to serve as a consultant to the School District. Don's contract with the University allowed him to do consulting on a

limited basis; therefore, he agreed to direct the study by being on site one day each week. The nucleus of the planning team would include Don, a colleague of his, Jack McNicholas, and a person from the District who would serve as liaison during the development of the long-range plan.

I was invited to an initial meeting, where I learned about what a liaison person is supposed to do. I remember something about a "worker bee", which is one who does the work. I was asked if I would be willing to be the liaison. Without much thought, and remembering my Navy training, I responded, "Yes, sir!" (Actually, the Navy response was; "Aye, Aye, Sir!"). Needless to say, this brief encounter altered the direction of my professional career forever.

I had no idea about what I was agreeing to do. I learned quickly that developing a long-range plan was not a singular isolated task; instead there were all manner of short-range plans that had to be developed and executed concurrently with the long-range plan. There were sites to be purchased, schools to be built, attendance zones to be adjusted, school equipment and furniture to be ordered, school desegregation plans implemented, to a name a few.

As planning progressed, Don proposed that the school district hire a full time "school facility planner." The proposal was approved and a job description was written. Don was asked where the District could find an experienced and qualified "school plant planner" (a term used in the profession in those days). In his immutable way he responded, "There aren't many good planners around and those that are good, aren't going to come to Grand Rapids". "Your best bet", he said, "would be to select a person from the staff who has some relevant experience and the potential for becoming a planner."

After the meeting I asked Don what would I need to do to become a planner. "Two things", he said. "There is good news and there is bad news. The bad news is that you would have to enroll in my class in School Plant Planning. The good news is that you will have to attend only one class". How can that be, I wondered. He continued, "The class that you would attend is held at Warren Holmes (a Lansing architectural firm). Gordon Stow and his staff teach the class. You would write a paper, an independent study, about the architect's role and responsibility in school design and construction. You would write a second paper, also an independent study, about the role and the responsibility of the educational facility planner. To prepare for this, you would spend a day with a real school planner. That is how I came to know John L'Hote, Assistant Superintendent for the Detroit Public Schools. John was both an engineer and an educator and, without doubt, one of the best in both fields. Indeed, I had come to know, and to respect him as a "real school plant planner".

Next, Don suggested, that I would become a member of the National Council of School Construction." (John L'Hote had also suggested that I consider joining NCSC.) I asked Don how I could join. He said, " I can nominate you for membership, but you will have to be elected to membership, by the Board of Directors." He did, the Board did, I paid my dues and I became member #1001 in the year 1965. (This was the year that NCSC became CEFPI).

I remember attending my first Annual Conference. It was in Palo Alto, CA at

Rickey's Hyatt House. Beverly and I stayed at the Cabana, which was one block south on El Camino Real from Rickey's. It was an elegant place and this was the first time that Beverly and I had ever been west of the Rockies and away from our children.

Among our many memories of the Conference, the school tours stand out. I took lots of pictures. Actually, they were slides. California schools were surely different than Michigan schools. They all looked new, most were one-story buildings and the kids walked outside to go to their classes – no corridors just sidewalks – some were covered.

On the bus, I sat next to Dr. Featherstone, who was a professor at Michigan State. A few years later he became the chairman of my doctoral committee. I must confess that I did not complete the degree, which I regret. But the coursework and, in particular, Michigan State University's Extern Program, provided substance and perspective to the my professional program.

Back to the Conference – We liked the annual banquet, too. There was a band there. Before the banquet began, the band played university songs. Delegates and spouses, state by state, sang their songs. Everyone cheered and applauded. When all was ready, there was a long procession of officers, and their wives to places at the speaker's table. Men were dressed in tuxedos and wives in evening gowns. It was pompous and elegant. We'll never forget that one of the officers stood out from all of the others. It was Don Leu who was wearing his "comfortable" bright red sweater. No tuxedo for Don. No-siree!

I do not remember much else about the evening except that there was a report from the Resolutions Committee. The Committee's Chairperson read the Resolutions, one by one, and the President called for a vote after each reading. This was the first of 33 annual conferences that we have attended. It is obvious that the conference in Palo Alto made a positive and indelible impression on both Beverly and me.

During the 35 years that we have known the Council and its members, we realize that we have received much more from CEFPI than we can possibly return. Here are a few things that I feel contributed to the organization and the profession.

Not long after becoming a member, I was one of seven who were appointed, by the Board of Directors, to serve on what was named the International Advisory Committee. The Committee was to bring a "grass roots" perspective to the Council and to the Board of Directors. The Committee was left on its own to determine what it should do. It took two or three years, before it decided to conduct a survey of the membership to determine what members expected from the Council. A survey instrument was written, approved and distributed to the Council members. The responses to the questions on the survey were tallied and evaluated and an oral report of findings was to be presented to the Board of Directors it's meeting at the World Famous Ski Resort in Sun Valley, Idaho in conjunction with the Pacific Northwest Regional Conference.

Dr. Loren Betz and I were there to prepare and make the report. After reviewing the report with the president, Darwin Womack, and Dwayne Gardner, on the eve of the Board meeting, we were encouraged to prepare a written summary of the report for the Board to be presented the next morning.

There were no laptop computers in 1977, so the report had to be written by hand. Penmanship was never my strong suit.

As luck would have it, there was a power failure after the supper hour so the report had to be composed in candlelight. The work was tedious enough and moreover it was work that could not be written by two people. I lost the coin toss and Loren retired for the night. As I recall, day was breaking when I finished the task. We presented the report to the Board. They thanked us and said that it was a good report and that I should present it to the CEFPI membership during the business meeting at the 1977 Annual Conference in Seattle, Washington. I did make the presentation at the Conference. Several said that it was a good report but to this day, I cannot recall anything about its content. I wonder whether it did anything good for the Council. While I cannot remember the content it is obvious that I do remember the process. Perhaps involvement in a process was more valuable than the project.

Similar to the Sun Valley story, another experience was of value. It occurred during the Annual Conference in 1984, the year that I was president.

CEFPI was in the midst of developing and documenting the Participatory Planning Process (PPP), a planning method that was in its infancy. The Mott Foundation funded the project, in part. Three sites were selected for pilot projects. They were Tipp City, Ohio, Grand Rapids, Michigan (where I was employed), and a city in New Jersey. The CEFPI Board of Directors and the staff, under Dwayne Gardner's leadership, began to consider applying the PPP with the Council membership to develop a plan for the Council's future. It was decided that this would be arranged as a major activity for the 1994 Annual Conference. It appeared to be risky, because annual conference programs were designed to provide the membership with information that was of direct benefit to the conferees and it seemed that it would be most unusual to schedule large blocks of time for planning for the future of the Council. Nonetheless, the Board and the staff proceeded with a conference program that would make it possible for everyone attending to be involved in a practicum in the use of the PPP. The participants would learn how a group of 400 or more people could discover, develop and agree, through consensus, on ideas that could be woven into a plan that would chart a course for the Council's future. The by-product of the PPP was to prepare planners in how to use the PPP in their work. None of us knew whether it would be a resounding success or a colossal failure or whether it would just be different.

The topic of the First General Session set the stage. The speaker, Dr. Paul Larkin, addressed the topic from his experiences in research design, policy studies, program planning and evaluation, as well as his experiences to educational institutions, individuals, business and industry in providing decision-oriented information for long-range strategies. Immediately following the Keynote Address, all conferees joined in, what was titled, CEFPI Forum: Establishing Future Directions. The PPP was introduced during this two-hour session. Three 3-hour CEFPI WORKSHOPS followed, one each day of the Conference, in which conferees participated. Workshops were titled:

- CEFPI - Defining Future Directions
- CEFPI - Reporting Future Directions
- CEFPI - Implementing Future Directions
- CEFPI - Reporting Options for the Future

FUTURECAST 21: 61ST ANNUAL CONFERENCE OF THE COUNCIL OF EDUCATIONAL PLANNERS, INTERNATIONAL

I write this story about the 1984 Conference program because one of the ideas that surfaced during that meeting came to fruition several years later. It happened in San Antonio, Texas on the final day of a CEFPI Southern Regional Conference. A group of us were at breakfast, when Phil Jimerson, who was an Assistant Superintendent in the Grand Prairie, Texas schools said, "These conferences are among the best and most relevant educational meetings I've ever attended. Why can't we have more than one meeting each year?" As the group considered Phil's question, we began talking about having a meeting in the Dallas/Fort Worth area, perhaps a single topic meeting following a luncheon or a supper. It was then that I remembered that, that idea was one that was suggested during the Conference in Toronto. Why not develop a Chapter that would include all of those interested in school planning, design and construction within the metropolitan area. Phil agreed to host the first meeting at a high school in Grand Prairie. Eight weeks later, on May 12, 1993 the DFW (Dallas/Fort Worth) Chapter was founded.

Using the DFW Chapter as an example, the Regional Board encouraged and supported the formation of Chapters in three metro areas that included Houston, Austin and San Antonio; and Chapters in the States of Arkansas and Louisiana. Each of these Chapters is very active, meeting two to four times each year, providing timely and relevant programs in planning, designing and constructing school facilities.

The Chapter movement has had a phenomenal affect on the Southern Region and the International organization. CEFPI membership in the Region has increased from 45 to 360. Attendance at the 1990 Regional Conference in New Orleans was 18. Average attendance in the past three years has grown to 325. More importantly, Southern Region Council members are going far beyond their day-to-day work by teaching others the skill of planning, the art of design and integrity of construction.

Milt Miller, 1984

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THE COUNCIL OF EDUCATIONAL FACILITY PLANNERS INTERNATIONAL

1985 - 1989

1985

Annual Conference	President	Dr. Barney Kyzar	Natchitoches, LA
	Past President	Milton J. Miller	Dallas, TX
	President Elect	Dr. John Kulba	Edmonton, Alberta
	Southern Region	Dr. Loren E. Betz	Commerce, TX
	Southeast Region	Clifford Nahser	Atlanta, GA
	Southwest Region	Robert Hedley	Denver, CO
	Pacific Northwest Region	Clifford Gross	Seattle, WA
	Northeast Region	Dr. Irving M. Peterson	Trenton, NJ
	Midwest Region	Dr. G. Kent Stewart	Manhattan, KS
	Great Lakes Region	William H. Whitnall	Scarborough, Ontario
	At Large	Lowell G. Salmon	Annapolis, MD
San Jose, California	At Large	Dr. Lester W. Hunt	San Jose, CA
	At Large	na	

1986

Annual Conference	President	Dr. John Kulba	Edmonton, Alberta
	Past President	Dr. Barney Kyzar	Natchitoches, LA
	President Elect	Robert Hedley	Denver, CO
	Southern Region	Dr. Loren E. Betz	Commerce, TX
	Southeast Region	Spencer Graves	Sanford, FL
	Southwest Region	Byron Kimball	Los Angeles, CA
	Pacific Northwest Region	Clifford Gross	Seattle, WA
	Northeast Region	Robert J. Esposito	Hyattsville, MD
	Midwest Region	Dr. Dean F. Bergman	Lincoln, NE
	Great Lakes Region	William H. Whitnall	Scarborough, Ontario
	At Large	Lowell G. Salmon	Annapolis, MD
Nashville, Tennessee	At Large	Dr. Lester W. Hunt	San Jose, CA
	At Large	na	

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1987

Annual Conference

Edmonton, Alberta

President	Robert Hedley	Denver, CO
Past President	Dr. John Kulba	Edmonton, Alberta
President Elect	Clifford Gross	Seattle, WA
Southern Region	Dr. Loren E. Betz	Commerce, TX
Southeast Region	Spencer Graves	Lake Worth, FL
Southwest Region	Byron Kimball	Los Angeles, CA
Pacific Northwest Region	James Delaney	Calgary, Alberta
Northeast Region	Vincent O. Leggett	Glen Burnie, MD
Midwest Region	Dr. Dean F. Bergman	Lincoln, NE
Great Lakes Region	Lee Brockway	Michigan City, IN
At Large	Dr. Glen Earthman	Blacksburg, VA
At Large	Jack Probasco	Columbus, OH
At Large	Dr. Lester W. Hunt	San Jose, CA

1988

Annual Conference

Milwaukee, Wisconsin

President	Clifford Gross	Seattle, WA
Past President	Robert Hedley	Denver, CO
President Elect	Clifford Nahser	Atlanta, GA
Southern Region	Dr. Harold Hawkins	College Station, TX
Southeast Region	Spencer Graves	Orlando, FL
Southwest Region	Byron Kimball	Los Angeles, CA
Pacific Northwest Region	James Delaney	Calgary, Alberta
Northeast Region	Robert Suckling	Altoona, PA
Midwest Region	Dr. Dean F. Bergman	Lincoln, NE
Great Lakes Region	Lee Brockway	Michigan City, IN
At Large	Dr. Glen Earthman	Blacksburg, VA
At Large	Jack Probasco	Columbus, OH
At Large	Dr. Leonard Skov	Kearney, NE

1989

Annual Conference

Orlando, Florida

President	Clifford Nahser	Atlanta, GE
Past President	Clifford Gross	Seattle, WA
President Elect	Byron Kimball	Los Angeles, CA
Southern Region	Dr. Harold Hawkins	College Station, TX
Southeast Region	Spencer Graves	Orlando, FL
Southwest Region	Robert Hedley	Denver, CO
Pacific Northwest Region	James Delaney	Calgary, Alberta
Northeast Region	Robert Suckling	Altoona, PA
Midwest / Great Lakes	Lee Brockway	Michigan City, IN
At Large	Dr. Glen Earthman	Blackburg, VA
At Large	Irvin Brunas	Regina, Saskatchewan
At Large	Dr. Leonard Skov	Kearney, NE

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HISTORY & HIGHLIGHTS

1985

- Executive Director Dwayne Gardner retired effective December 31, 1985. Dr. Gardner was Executive Director of CEFPI since June 1968.
- The CEFPI Development Fund was the recipient of a major gift by Dr. and Mrs. James D. MacConnell. The Fund was assigned interest in some real property in Clark County, Nevada by the MacConnell's.

1986

- Two new manuscripts were prepared by CEFPI's Higher Education Committee, chaired by Jack Probasco of The Ohio State University. The publications are titled **Space Planning Guidelines for Institutions of Higher Education** and **Guidelines for Developing a Program of Requirements.**
- Tony Wall was selected as new Executive Director of the Council.

1987

- **The Next Generation of School Facilities: Schools for the 1990s** workshop series was introduced.
- New workshop **Renovation vs New Construction – Making the Decision** presented.
- **Campus Master Planning** and **A Higher Education Facility Planning Workshop: Facility Issues on Campus** were developed for the higher education community.

1988

- **Educational Facilities Today and Tomorrow** series presented.
- **Interface Profile** developed. With the aim of raising the awareness level of school planners about learning, Dr. Harold Hawkins of Texas A&M formed a task force to study the linkage between learning and the environmental setting in which it occurs.
- **School Facilities: Meeting the Surging Demand** workshop series presented by CEFPI and Professional Development Resources.
- Hot Topic Workshops - **Hazardous Substances In Your Educational Facilities: Lead and Radon.**

DR. BARNEY KYZAR
CEFPI PRESIDENT — 1985

Dr. Barney Kyzar now resides in Marion, Arkansas, following a career in professional education that spanned 47 years, culminating in 1998. Included were assignments as teacher, coach, principal, graduate teaching assistant, university professor, researcher and writer, director of school planning laboratory, university academic and operations administrator, superintendent of schools, and community college director of facility planning. Dr. Kyzar has served as a consultant to colleges, universities, architects, and public and private elementary, secondary and special schools for facility and curriculum planning and development for the past 38 years, continuing to the present.
Dr. Kyzar retired from Northwestern State University of Louisiana in 1988, and from Mid-South Community College, West Memphis, Arkansas, in 1998. Dr. Kyzar is currently an Emeritus Member of the Council.

Dr. Kyzar's doctoral research set him on the path to a career in school facility planning and design. As a student at The University of Texas in 1959-1961, he became intrigued with the then open space elementary and secondary schools designed by the architectural firm of Caudill, Rowlett and Scott of Houston, and developed a research plan entitled, "A Comparison of Instructional Practices in Classrooms of Different Design," for purposes of determining if the configuration of the classroom had an impact on instructional practices and procedures. This was the beginning of a career interest that persists to this point in time.

Dr. Kyzar joined CEFPI in 1965, was an active member of the Southern Region from its inception, and was elected by the council membership as International President for 1985.

BARNEY KYZAR WRITES:
Council Executive Director Dwayne Gardner called on a Thursday evening to inform me that the Election Tellers had confirmed that Barney Kyzar was the elected president for 1985. I would have a year to prepare as President-Elect and then don the white hat for a fun packed, progressive year as president of the only international organization devoted to building better school buildings, and one of the oldest organizations in the field of professional education in the United States of America. What could be better.

The dawn came at the initial meeting of the Board of Directors in Toronto. Dwayne informed me that the Council was faced with the repayment of some $20,000 of grant funds from the U.S. Office of Education. At the same time, Dwayne offered to tend his resignation. Following one of the shortest and most intense side conversations between the

President and Director in the history of a board meeting, Dwayne tore up his letter of resignation, and we agreed to find a solution to the problem. Dwayne Gardner had nurtured the Council for the past five years as Executive Director, and had often times saved the Council from serious financial problems by the sheer force of his determination. He would be an integral part of this effort too.

Following a discussion of the problem, it was agreed that each region would be asked to contribute what they could to the Council budget. The regional organization was in its infancy, and many of regions did not have large surpluses. They gave graciously and generously.

This was only the beginning of the solution. Orders went to the staff to curtail or, in some instances, stop expenditures. All travel was canceled. Arrangements for the upcoming annual conference scheduled for San Jose would normally have been coordinated by Dwayne and the staff. This was changed, in that the local arrangements committee would have full responsibility and expense of going to San Jose to meet with the committee. They were true professionals, and would succeed in planning a first class, memorable conference. A board meeting was scheduled for June, with the understanding that all travel and expenses would be the responsibility of individual board members. The members responded and the agenda was long and critical.

While the financial situation was truly desperate, CEFPI had experienced other crises since its inception in 1923. There was no question that the problems would be solved, and that the organization would emerge stronger and better. Three critical votes were taken.

First, and most dramatic, was that the executive Director would be relieved of his day to day administrative duties to devote full time to searching for consultant activities, with the proceeds devoted exclusively to reducing the debt. The office staff was to maintain on-going programs. Art Wohlers volunteered to handle member questions and requests for information that required professional responses.

Secondly, a plan was formalized to create a Consultant Group that would utilize the expertise of the Council, while contributing to the organization's budget. And thirdly, the President, Past President and member Don Leu were given the responsibility of drafting a new mission statement, goals and objectives to present to the membership for consideration and ratification at the annual conference.

The three met, at personal expense, at the Brown Hotel in Denver for an intense weekend of talking about where CEFPI had been and what the future should include for an organization that was changing from a society of professionals, primarily school and state department building planners, to a broad based coalition of persons representing the full range of planning, designing, constructing, equipping and using school facilities. It was, perhaps, the final state of the transition from the National Council on Schoolhouse Construction to the viable CEFPI that we know today.

As the annual conference convened in San Jose, the past year's trauma faded as old acquaintances were renewed and new ones begun. The financial picture was improved;

Dwayne was given a royal send-off as he retired as Executive Director. The Local Arrangements Committee was honored for an absolutely quality conference. The vineyards were in bloom, and members savored the northern California scenery.

The final meeting of the conference was held in a restaurant on Steinbeck's immortalized Cannery Row in Monterey, overlooking Monterey Bay. It was a fitting climax to a year of hard work, a little worry, but most importantly, success in beginning to work through the problems of a growing, changing professional organization. President-Elect John Kulba of Alberta, Canada, stood to receive the gavel as a new year began.

REFLECTIONS

In the end, the question is what is CEFPI and why has it survived and flourished for the past 76 years? The answer is people. The founding fathers, Samuel A. Challman of Minnesota, Frank H. Wood of the State of New York, Charles McDermott of New Jersey, and William C. Bruce of Milwaukee, Wisconsin had a simple thesis, let's organize professionals to do a more effective job of providing school buildings based on the needs of students and teachers. This idea is as relevant today as it was in Buffalo in 1923. And the commitment of members is as strong as those founders.

CEFPI is people – good, substantial, unselfish, creative, professional, and caring men and women who share a common goal of making the educational lives of the world's children better by marshaling today's available technological resources, and applying age-old, proven concepts of planning and design to produce world-class school buildings. May it never change.

Barney Kyzar, 1985

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JOHN W. KULBA
CEFPI PRESIDENT — 1986

John served as a teacher, principal, school superintendent and an administration consultant in Alberta from 1952 to 1973. He acquired his Bachelor and Master Degrees in Education through Summer Session Programs during this period of time. In 1973-74 he attended the University of Oregon, attained his Doctorate of Education and joined the Alberta Education Central Office Staff as a provincial High School Inspector. In October of 1974 he was appointed as the Director of School Facility Planning for Alberta and held that position until January of 1988 when he applied for the "Golden Hand Shake" (the government early retirement plan). One day after he retired he was hired by the Medicine Hat City Public School Board to do a School Facilities Plan for the District. John has continued Education Consultant work on a limited basis, has joined the University of Saskatchewan College of Education to teach a course in School Facility Planning and has participated in School Facilities Studies with the Saskatchewan Educational Leadership Unit.

He has been a member of the Council of Educational Facility Planners International since 1975 and has served on the Board of Directors of the Council from 1982 to 1987. John was President of the Council during the 1985-86 term, President of the Alberta Chapter, 1978-81, President of the Pacific Northwest Region 1981-82, Chairman of the Membership Committee of the Western Division CEFPI 1983-86 and member of the Guide Update Committee 1983-85. He was Conference Chairman for the CEFPI conference which was held in Edmonton in October of 1987.

John has participated in numerous local community, provincial, national and international organizations. President of the Vernon Barford School Band Parent Society, Coordinator of the Accreditation Division, British Commonwealth Games in Edmonton 1978, Universaide Games in Edmonton 1983, and Intercontinental Baseball 1985 are examples.

Dr. Kulba has also presented papers at the Local, Regional and International levels. OECD Program on Educational Building Provisions for 16-19+ age group, Copenhagen, Denmark, April 11-14, 1983 and the International Symposium on Educational Facilities for Asian Countries, Tokyo, Japan, July 1986, were other countries besides the United States where papers were presented.

John has received several recognitions for his services. Vernon Barford Parent Band Society Service Award, The British Commomwealth Games Service Award, Honorary Membership in the School Plant Officials of Alberta, numerous appreciation plaques from School

Boards in Alberta, Alberta Chapter CEFPI Merit Award, CEFPI and Pacific Northwest Distinguished Service Awards, several Citation Awards, Facility Planning Achievement Award named after John and presented to an Alberta School Board each year. He was recognized by the Council in 1982 when he was honored as 'Planner of the Year', the first Canadian to receive this honor. John also received the 'President's Award' in 1987.

JOHN KULBA WRITES:

According to my report to the CEFPI Alberta Chapter - President's Report of February 19, 1981, "In 1974 when I became the director of the School Building Branch, I was approached by Mr. Jack Smart, from Calgary, and asked to participate in the Pacific Northwest Region Council of Educational Facility Planners Conference scheduled for Banff the following June. It was during that conference that I came to understand the objectives of this organization. While attending the next two annual International Conferences I had the occasion to discuss with a few members from Alberta the need for establishing a Chapter of this Council in Alberta. In view of the fact that Alberta had only about 20 members in CEFPI it was difficult to decide as to whether a Chapter should be organized. After a meeting in late 1977 and a couple of meetings in the spring of 1978 it was decided to pursue the possibility of establishing a Chapter. On April 14, 1978, Mr. Ken Taylor made a motion and Mr. Don Attwell seconded that we apply to Columbus, Ohio to be granted Chapter status. In the meantime, I was elected as your interim chairman and Dr. Weleschuck as the interim secretary. I was also asked to solicit the membership regarding the purposes that this Chapter would serve. On May 11, 1978, Mr. Don Burr, President of CEFPI, granted the Alberta membership permission to form a Chapter. The Alberta members met again on November 3, 1978.

At this meeting the following Executive was elected:

- President - J. Kulba
- Vice-President - J. Delaney
- Secretary - M. Weleschuck
- Treasurer - K. Bissel.

The meeting then reviewed the "Statement of Purpose an Objectives of the Alberta Chapter" as was prepared by myself based on input by the membership. It was agreed that the purpose of the Chapter is to improve education through its influence on the planning, design, research, construction, maintenance and operation of school facilities. Eight objectives were also approved. Dr. C. Bumbarger, Mr. K. Taylor, President of the Pacific Northwest Region, and I were asked to draw up a preliminary plan for the Pacific North west Region conference to be held in Edmonton in June 3-6, 1980. Dr. W. Hathaway assisted us with the Program. On July 13, 1979, I was elected as Conference Chairman. Eleven other members - Mr. C. Adrian, G. Alex, D. Attwell, J. Delaney, J. Gardner, G. Heck, W. Heppler, W. Hughes, R. Omoe, W. Pasternak, and A. Schindeler joined the Convention Planning Committee. As usual, Mr. E. Musgrove, President of the Region, Al Beck, Secretary, Cliff Gross, Lee Hayes and W. Wilmont assisted in the planning of this conference. Our main speakers were Tudor Williams who spoke on "Energy Issues" and Don Leu addressed the conference on "Social Changes and Impacts on School Facility Planning". One of the highlights was that the International Board of Directors met for the first time at a Regional

Conference and acted as panel members to the main presentations or made individual presentations.

Mr. W. Locke, Dr. T. Morgan, President, Mr. H. Pelley, Mr. W. Brubaker, Mr. D. Moir, Dr. I. Peterson, Mr. J. Brokaw, Dr. B. Griffith, Mr. J. Ward, Mr. D. Burr, Dr. B. Kyzar, Mr. E. Warren, Dr. Gardner, Dr. DeJong and many of the Regional and Chapter members made this a first class conference. Since the Chapter was formed to this date the Alberta membership grew from 22 to 95 members."

Over 200 people attended this conference, many of which were School Board Members. The Province, some School Boards, Architectural and Engineering Firms made generous financial contributions towards this Conference. This was a great boost for the Chapter and the Pacific Northwest Region. Honorable David King, Minister of Education, addressed the Convention and stated how appreciative he was of Alberta's active role in this organization. When one has the support and an opportunity to be grown by meeting people of this caliber at the Local, Provincial, National, Regional and International levels, how could one find a reason not to belong to the Council and not be active? I could not. Furthermore our Chapter held two seminars each year where local and future issues were addressed. Attendance at these seminars was around the 100 mark. School board members, who participated at these seminars, found them very worthwhile and became very supportive of CEFPI.

Another very positive experience was serving as President of the Pacific Northwest Region in 1981-82. I, as President-Elect, and Al Beck as Secretary of the Region were invited by the Alaska group to help plan the first Regional Conference in Alaska. We accepted the invitation and arrived in Anchorage, Alaska on Saturday, enjoyed the Anchorage scenery on a "February Spring Sunday" and attended the meeting on Monday morning. Mr. L. Hayes, Conference Chairman, and his committee greeted us at breakfast and proceeded with the meeting. As expected we were presented with an excellent tentative program plan. At the coffee break Al asked Lee Hayes as to when the sun rises. Lee replied "When you come back in June to the conference we will let you know". Sure enough during one of the evenings the whole group was taken to a high rise restaurant just before midnight where we witnessed the sun never setting and continuing to rise. What a scenic view! Lee did not have to answer Al's question. It was an excellent conference and was well attended from provinces and states from the rest of the Region.

As President of the Region one of my objectives according to the December 1981 Communicant Newsletter was "to draw the International, Regions, Chapters, States, Provinces and Individuals closer together by means of publishing two or three newsletters during my term. As you read this newsletter you will see reports from different parts of our Council. Dr. W. Gardner and his staff provided us with the International News, the President's of each Region contributed to the Regional news with the exception of our Region which included information by our "Dependable Al", and Chapter, State, and Province news was supplied by respective governors. ... Several Alberta firms deserve thanks for underwriting the costs of this news letter." My office continued publishing the Communicant newsletter for several years after my Presidency. Many thanks are due to Ms. E. Chernenkoff for compiling the newsletter and to Ms. M. Gragski for operating the word processor. The following firms:

Mr. D. Christianson, Field and Field, Mr. K. Gabriel, McIntosh-Workun-Chernenko, Sinclair - Naito, Vinto, and Wood and Gardener continued to finance the costs and mailing of this newsletter. These same firms bore the expenses for providing the CEFPI lapel pins.

Loss of membership was an important issue for the Council as we were losing more members than we were enlisting new ones. The Council was awarding cash prizes of $300 and $200 for the coming year for members sponsoring the most new members. On November 24, 1980 at the International Conference in Dallas, Texas Dr. B. Griffith presented Mr. Lee Hayes and myself the cash Membership Incentive Awards for enlisting the most members to CEFPI for the last year. Five hundred dollars made the Conference that more interesting for Lee and me.

One of the main highlights of my Professional Career was when the Council presented me with the prestigious award of "Planner of the Year" on September 28, 1982, at Columbus, Ohio. I just cannot explain what a thrill it was. Thanks again. At this meeting a CEFPI Task Force of Dr. D. Bush, Mr. C. Gross, Dr. I. Peterson and myself as chairman, was appointed to identify problem areas in conducting regional activities and to explore ways of strengthening the structure and programs of the Region. According to "The CEFPI Task Force on Regional Improvement" report of September 1983, six conclusions and recommendations were made of which one was for the "CEFPI to review Chapter formations—this level is an important informal forum for local issues". Chapters now are part of the Council. That same year I was appointed by President H. Pelley to serve with Dr. D. Epperson, Mr. Ward, and Mr. L. Seiler on the Guide Update Committee. According to the "December 1982 Communicant" the committee met on Sunday, September 26, 1982 where Mr. M. Miller chaired the meeting and updated the committee on the progress of the "rewrite" units and future plans. He reviewed the unit rewrites for 1982 and those planned for 1983 and 1984. I was responsible for the Educational Facilities Survey and the School Site. This was also a challenging experience.

On one of my trips to Columbus, Ohio, I had boarded a 1:30 A.M. flight to Toronto where I was to board another flight that would get me to Columbus in time for the 9:00 A.M. Council meeting. However, we had left Edmonton, flown for 20-30 minutes when I noticed the plane was making a sharp turn to the right over Lloydminster and was returning to Edmonton. Very soon the Captain announced that we were heading back to Edmonton. No reason was given until we landed at the Northwest corner of the airport and an announcement came through that there may be a bomb on the plane. Our police were there in full force. We walked to the exit in a hurry and were transported to the airport terminal. Two hours later we were taken back to the plane where our luggage was checked. We then boarded another plane at 7:30 A.M. and arrived in Toronto at about noon. After much confusion, I was taken to a terminal where I was the last passenger to board a twelve-passenger plane where there was one empty seat. I sat on the seat but it had no seat belt. I passed word on to the pilot asking if he had any "rope" that I could use for a seat belt. Guess what, we were delayed for another two hours before we left for Columbus. I did not gain any friends on that flight. I arrived at the meeting when everybody was leaving for dinner.

According to the CEFPI Membership Development Bulletin, March 1984, sent out of my office, the Council had divided the membership development into two Divisions. "The Eastern Division (SE, NE, GL, Foreign) under the Co-Chairmanship of Lowell Salmon is sponsoring a membership drive from December 1, 1983 to May 31, 1984. The top salesman in each region will receive a one-year individual Paid Membership into the CEFPI for 1985. The Western Division (PNW, SW, S, MW) under the Co-Chairmanship of John Kulba is also sponsoring a membership drive for November 1, 1983 to April 30, 1984. The top salesman in each region will receive a Seiko memory wristwatch. The top salesman for each state or province will receive a copy of the CEFPI history book. It is hoped that this reward system will encourage members to enlist new members into the Council". The following chairmen and chairlady of the regions assisted Mr. L. Salmon: W. DeBruyn (GL), T. Tougaw (SE), V. Leggett (NE), Ms A. Erikson (F), R. Passintino (Northern Mediterranean), Ji-Huyn Huang (Korea), D. Engelhart (Hong Kong), N. Kajita (Japan). The following assisted me: Ms. S. Austin (SE), Al Weymouth (S), H. Childs (PNW), Lynn Seiler." At the November 1984 Membership Bulletin I notice that the competition was extended to July 1, 1985. E. Rookey replaced V. Legget for (NE), L. Skov took over the (MW), M. Miller (S), and R. Hobbs (SW). As of September 1, 1984, the Western Division had 528 members and the Eastern Division had 504 members. Even with the competition from September 1983 to August of 1984 we barely maintained status quo as we gained 149 new members, reinstated 64 members and lost 218 members for a net loss of 5 members.

In 1984 when I was a candidate for President-Elect, I had written a letter to every member stating that "I want to see a strong International Organization that is capable of providing real service and support to its membership. If elected, I would strive to ensure that this is realized by carefully reviewing the roles to be played by the International Organization, the Regional Organizations and the Local Chapters. ... plan to work cooperatively with the Board of Directors and with the membership to increase and enhance the range of services available to members".

During the President-Elect period several members and I had prepared a position paper "CEFPI Mission Statement and Future Options" which presented a means for the organization to achieve the vision of its future as mandated at Toronto. It addressed first the question: Why must CEFPI change? Proposed goals and a mission statement were put forward and the management, governance, location and fiscal aspects of this change were addressed also. Some of the suggestions have become reality.

On October 17-21, 1985, I attended the 62nd Annual International Conference at the Red Lion Inn in San Jose, California. On October 21st we motored to the Marine Learning Facility in Monterey where we toured the Aquarium and Cannery Row. The Awards Luncheon was at the Outrigger Restaurant where President B. Kyzar passed the President's gavel to me. What an honor it was to serve as President of the Council. I could never forget this restaurant as you looked out the windows to the ocean. Dr. L. Hunt and his committee are well remembered for hosting this conference and selecting this luncheon site. There was a sad part to this meeting as this was Dwayne

Gardner's last conference as Executive Director of the Council. At the Council meeting, Dr. N. McCrary, Chairman of the 1986 Arrangements Committee, shared with the Board the status of plans and activities thus far for the Nashville Conference. They were excellent. Dr B. Kyzar was to act as a liaison between Local Planning Conference Committee and the Board due to the retirement of the Executive Director. Other Board members were also assigned individual responsibilities. Mr. R. Hedley, Budget and Cash Flow: C. Gross, Energy: L. Hunt, Journal Editorial: L. Betz, Research: L. Salmon, Higher Ed.: W. Whitnall, Nominating Committee: R. Esposito, Regional Task Force and Guide Update Goals: B. Kimball, and S. Graves, Communication to Membership. These assigned positions and Ms. Karen Stevens and Ms. Michele Minotti, office support staff, played a major role in the operations of the Council. Matters discussed included the review of the present conference, the criteria for officers of the Planning Assistance Council that have been accomplished to date, computer technology three option proposal for networking with Alberta Education and other members of the Council, and the Board members continuing to pay their own expenses to meetings. The Council was experiencing severe financial operational difficulties at this time.

The Board met again at the Southeast Regional Conference at Grove Park Inn and Country Club on April 11, 1986 at Ashville, North Carolina. Items discussed were as follows: Emeritus Membership, Southeast Region Bylaws, Planner of the Year Jury, Board of Tellers, 1986 Service Citation Awards - Mr. M. Miller, Mr. C. Nasher, Dr. K. Stewart, Dr. L. Hunt and Mr. R. Field, the Financial Report, 1986-87 Budget, Headquarters Report, Planning Advocates Report, Nashville Conference, Bylaw Report, Membership Report, Board Members Reports, Search Committee Report. The key issue was that at end of February we had a deficit of $4,900. A serious situation was projected for June and July with extra expenditures for conference printing, moving expenses, Executive Director salary and benefits, OSU space, Development Fund Loan of $4,000, and Executive Director interview costs. The board decided to delay the appointment of the Executive Director, cut the Executive Director interview costs and request for Regional donations and loans. Due to this financial crisis the President offered that the Pacific Northwest Region and the Alberta Chapter, specifically, are willing to completely organize and front end the financing of the 64th Annual Conference in Edmonton. This was approved and Bob Hedley was appointed as Interim Director. The Southeast Region volunteered to print the pre-registration brochure and program. Ms. Karen Stevens reported that tickets to the Grande Ole Opry would be available. A School Board Membership Category was also discussed as Alberta had many School Boards as members.

Mr. R. Hedley reported that the Search Committee had reviewed and ranked the twelve applicants for the Directorship. The committee was asked to inform the Board's action with respect to this topic. I reviewed the background on a networking system that was carried out and financed by Alberta Education related to discussions that took place at the planning sessions at the Toronto conference. Two volumes, "An information System for the CEFPI Information Network were presented to the Board for review. Alberta Education bore the $15,000 cost of this study. If approved, the next phase of a model for implementation would follow.

Cliff Gross attended a special event at the invitation of the Israeli Government in the Spring prior to the Edusystems 2000 Conference in November held in Jerusalem. This meeting discussed conference proceedings and encouraged Cliff and others to promote the conference to our Council members. The Israeli Government sponsored this trip.

I had the privilege of attending the International Symposium of Educational Facilities for Asian Countries in June at the invitation of Dr. Ynakawa from the Japanese Government. I was asked to address the Convention about the role of CEFPI and address a group of selected planners with respect to school facility innovations that were taking place in Alberta. I was overwhelmed with the media attention I received during and after my presentation. The Japanese government sponsored this trip.

Although the Council did not have an Executive Director, business went on as usual. The Board was very thankful for the work that Ms. Karen Stevens, Ms. Michele Minotti and Art Wohlers were doing. There was also Bob Hedley, as Acting Director and all the Board members who were assigned individual responsibilities that assisted greatly with the operations. Membership was quite well informed through my attendance at Regional meetings and newsletters.

The Board of Directors met for the third time during my Presidency at the 63rd Annual Conference at Radisson Plaza Hotel in Nashville Tennessee. Emeritus Membership, Planning Advocates, Financial and Audit Reports, Acting Executive Director, Search Committee, Headquarter's Report, Membership Report, Information Network, Board Members Reports, Farewells, and Bylaw Revisions were discussed at this meeting. Dr. A. Wohlers agreed to serve as our Interim Executive Director until July 1, 1987. The Search Committee of Bob Hedley, Cliff Gross and the President were authorized to hire a Director by this date. The office moved to a new Headquarters. School Board membership was turned over to the incoming President where he was to appoint a committee to review the situation. My interest was that many school personnel in rural school jurisdictions in Alberta were not facility planners but were assigned by the School Board to assist the Superintendent of Schools in this area and benefited from our Alberta Chapter, Regional and International Conferences. The Board approved the development of the Information Network Model with the funds available and with the agreement that regional directors will be responsible for the input. Dr. McCrary met with the Board to review the conference proceedings. Board assigned committee reports projected a good future for the Council. We are looking at the "black" for the first time. Dr. D. Womack, member of the By-law Revision Committee, and Dr. Gardner presented a review of certain Articles. Several ByLaws were changed.

THE 63RD ANNUAL CONFERENCE "BUILDING TODAY FOR TOMORROW" WAS A GREAT SUCCESS. Many thanks to Dr. Nile McCrary and his Local Arrangements Committee. Attending the Nashville Symphony and the Grand Ole Opry was a real treat in itself. Dr. Warren Hathaway and Robert Fiedler from my staff presented a paper "A Window of the Future" which identified a number of future societal and educational scenarios as a context in which to discuss educational facilities of the future. Key questions were addressed regarding the planning and designing of educational facilities to suit educational change and offer

few, if any, constraints to future Educational Programs. Joseph Coates, Sociologist; Warren Nell, Economist; John Folger, Political Scientist; Carol McGuffey, (K-12) Facility Planner; David Allard, Campus Facility Planner; and John Anderson, Architect reacted to the presentation. These experts then met with three different seminar groups to discuss their reactions. At 6:30 P.M. we walked to Third Financial Centre for the President's Reception. The Paul Binkley quartet was excellent. At the Second General Session on Tuesday morning, Earl Swesson presented a talk on "Climbing Mt. Technology with Smart Buildings". Nile had arranged for some excellent tours like to the replica of the Parthenon of Athens, Greece. Then there was the Tennessee Style BBQ and Square Dance. Continental Breakfasts each morning gave everybody a good start. A day long excursion to the Governor's Residence, lunch at Cheekwood, home of Maxwell House Coffee family and shopping at Green Hills Mall made the spouses and some men very happy. Twenty-three mini sessions repeated four times gave our membership much choice and there were five field trips. In the evening was the Annual Banquet where Cliff Nasher received the Planner of the Year from Past-President Barney Kyzar. The Third General Session had Dr. Dwayne Gardner speak about "Planning Facilities for the Future". Bob Hedley presided over the Awards Luncheon. This was an excellent conference.

On February 6, 1987, I had the pleasure of attending the Saskatchewan CEFPI seminar and officially presented them with a Charter with respect to the formation of their Chapter. On March 31, 1987, Bob Hedley, Karen Stevens, Michele Minotti, and Al Beck attended our International Conference Planning meeting in Edmonton. Bob writes to me on April 5, 1987, "I felt we had an outstanding meeting ... Things look in very good shape ... There are a few items to be inserted ... I am sorry to see that the Edmonton Oilers and the Calgary Flames tied in the hockey game. See you in Coeur D' Alene in June." Well, I am sorry Bob, Bill DeJong had the same experience when he attended one of our Chapter meetings. We are worse now as Colorado beats us too.

The Board granted my wish from the time I attended the first conference when it approved that the Pacific Northwest Region and the Alberta Chapter, specifically, to organize and financially front end the costs of the 64th Annual Conference to be held in Edmonton on October 2-7, 1987. The Alberta Chapter elected myself as Conference Chairman, Bill Pasternak as Secretary Treasurer and David Kinnaird as Executive Assistant. Morley Workun, Chairman; Warren Hathaway, Assistant Chairman, Program Committee; Paul Smith + Neils Gerbitz, Conference Layout and Displays; Marion Weleschuk + Lee Wells, Accommodations, Food, Hospitality & Entertainment; Jack Gardner + Hoang Lee, Registration; Gerry Stead + Nancy Webster + Laura O'Neill, Spouse Program; Garnet McKee + Jim Delaney, Publicity, Transportation, Tours; and Marshall Dzurko + John Kulba, Fund Raising. Twenty-nine other members served on one of these committees. The 64th Annual Conference was mainly the result of the planning that these people did. There are many other people that worked prior to and during the conference. School Boards, Architectural and Engineering Firms, Construction Firms, Management Firms, Private Firms and Individuals, Alberta and Federal Government donated funds for this conference. These people and groups were great supporters of my involvement in CEFPI. All I

can say is *Thank You* again. You will probably remember this conference when two Royal Canadian Mounted Police dressed in red coats escorted the platform guests during its opening ceremonies. You will probably remember The Honorable Ted Schwinden, Governor of Montana, who flew in with his own private jet, Futurist Frank Ogden, Nachum Blass from Israel, Ralph Grubb from IBM or maybe the Fantasyland Hotel or the West Edmonton Mall. I am sure that President Robert Hedley will have more to say about the conference.

CEFPI contributed much to my personal and professional growth. I met many great people locally and abroad and many of them have become my good friends. Travel was difficult at times but I enjoyed every bit of it. What else can you ask for from an organization such as this?

John Kulba, 1986

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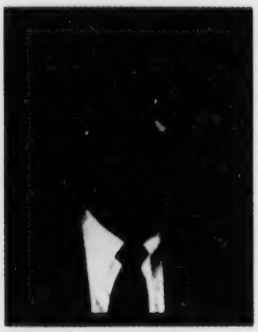

ROBERT L. HEDLEY
CEFPI ACTING EXECUTIVE DIRECTOR, 1986 – 1987

At the April 11, 1986 Board of Directors Meeting in Ashville, NC, the Board asked incoming president, Bob Hedley, to serve as acting director of the Council. With the assistance of Dr. Art Wohlers who was to be named as interim director, operations went smoothly. Dr. Wohlers assisted in headquarters operations, technical assistance and the day-to-day activities of the office staff in Columbus until a new director was selected. Robert Hedley worked with the Board and staff on budgetary and administrative matters through teleconferences from his Denver home.

President-Elect Hedley was named as a member of the search committee for the selection of a new executive director. Advertisements for a new executive director was sent out in CEFPI publications with a three month return date. Twelve applicants expressed an interest in being interviewed for the position. The applicants were screened by the search committee and board members. Four candidates were selected to be interviewed in Columbus, Ohio. The interview committee was made up of: Dr. John Kulba, President; Robert Hedley, President Elect; Dr. William Griffith, a past president; and Dr. Art Wohlers. The interviews were conducted and the selection of Mr. Tony Wall was made to replace Dr. Dwayne Gardner. Tony assumed the duties of Executive Director on June 1, 1987 and attended his first board meeting in Coeur d'Alene, Idaho on June 18, 1987.

Bob Hedley, Acting Executive Director

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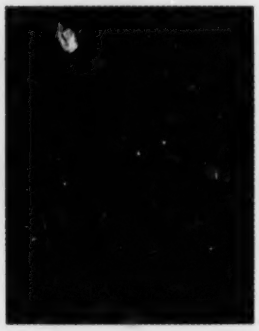

A. E. WOHLERS
CEFPI INTERIM DIRECTOR, 1986 — 1987

Early experiences in educational facility planning began in the second grade. The children assigned to my two-room school building were transferred to a large room in a church basement. It was a six-grade three-teacher "self-contained" classroom with 120 eager children. The educational program was of early 1920 style. All of our other activities were accommodated outside the building.

High school teaching and principal experiences were interrupted by three year's of military duty. In Dover, Ohio High School I had numerous experiences that I classify as educational facility planning at a small scale.

The next experiences in planning began when I entered the Educational Administration program at the Ohio State University in 1951. In the University's Bureau of Educational Research and Service, I was a graduate research assistant on a variety of educational administration and facility projects in Ohio and other states. On these I was associated with Dr. John Herrick, Head of the Survey Division, Dr. Bill Flesher, Dr. Marie Flesher, Dr. E. B. Session, and Dr. Marion Conrad.

John Herrick became Campus Planner for the Ohio State University in 1952. Marion Conrad became Head of the Survey Division in the Bureau of Educational Research and Service. The prominent place of the unit in the educational facility field continued.

I was introduced to the Council by John Herrick and the Fleshers. First by attending national meetings with John Herrick. I recall particularly a national meeting in Atlanta in the early 1950s when I met the long-time member, Dr. W. D. McClurkin, who was serving as secretary-treasurer of the Council from his office at Peabody College.

One interesting project for a beginner was with the Warren, Ohio, City School District of which Dr. Paul Miller was superintendent. I was the educational consultant on a $9 million (1950 dollars) expansion and renovation project. Educational specifications were developed for each project and reviewed with the project architect as they were developed. Each architectural proposal was compared with the educational specifications, reviewed by staff involved, and results reported to the superintendent.

Out of this project, the potential for a self-help document for guiding the development of educational specifications emerged. In due course, such a document was completed by me and utilized in projects in the Bureau and in school districts.

My post-doctoral experiences started with a temporary appointment at the Ohio State

University in 1954. John Herrick had a temporary assignment on a project with the Ohio Legislature and E. B Sessions served on a temporary project for the College of Education in Guam. It inflates my ego to make it sound as if I *replaced* two professors. Why not?

I became a member of the Council at the San Diego meeting in 1954 upon nomination by Herrick. My wife Lois accompanied me to this Conference. We were pleased that so many spouses attended the national meetings and participated in the activities that were planned for them by local personnel, mostly spouses of Council members.

On December 1, 1955, I joined the staff of the Wayne County, Michigan Board of Education as an Educational Facilities Consultant. I was told that I was the only county school district educational facility consultant in the 48 states. Although that fact may have been school district propaganda, I did not check it out. I just accepted it!

Experiences in Wayne County seemed to be more educational program oriented than school facility oriented. However, through these activities I began to establish relationships for working with school district staffs on program, facility, and enrollment aspects. This period provided opportunities to rub shoulders with:

- The county staff, particularly Superintendent Charles Brake, a Michigan stalwart in education, and Curriculum Consultant, Delmo Deladora.
- Many of the leading curriculum staff members at Wayne State University.
- A number of the members of the staff at Michigan State University - Don Leu, Floyd Parker, and others, as well as Dr. Dick Featherstone.
- The Michigan Department of Education curriculum and facility related people, including Bill Clapp.

During this time I was a lecturer at Wayne State University.

The time in Michigan was very rewarding. It ended with my driving the last nail on a second-story residential project as the movers came and I was on my way to establish another relationship with Ohio State University.

At Ohio State, I conducted studies which we tended to refer to as surveys of educational facility needs. The development of educational specifications for new and remodeled buildings was another significant activity. These projects were developed in two different modes – some were done as a team of so-called experts - professors and graduate students in educational administration - and some as self-help studies in which we served as consultants. As consultants, we served in many different relationships with local staff members. In all of these studies, considerable emphasis was placed upon the nature of the programs to be housed. I also did many enrollment projections for school districts. We worked in Ohio and did projects in a number of other states. One out-of-state relationship that I directed covered a period of ten years.

On one of the projects in the 60s, I mentioned that the district, which was facing rapidly increasing enrollments with new construction, could experience declines in enrollments some years hence. My statement brought forth considerable laughter! They have gone through the school-closing period and are now experiencing growth because that section of the district, which would never be developed, is now experiencing development.

One of the very capable graduate students who worked with us was Bill Griffith who joined Herrick in the Campus Planning Office. He later filled the role of Campus Planner when John retired.

It was always interesting to recall that the western boundary of a district where I consulted in Colorado was the Continental Divide. Few students, if any, resided in many portions of the district in the Rocky Mountains, as you might have guessed.

In the instructional area at Ohio State, I taught a course entitled Educational Facility Planning once or twice a year and was formal advisor for a small number of graduate students in educational administration. I was active on a number of committees in the college and in the Bureau: Chair, of one of the units within the School of Education, Director of Educational Personnel Placement and Executive Director of the Central Ohio Educational Research Council.

Activities in the Council included: President of the Great Lakes Region in 1980-81 and Chairman of the School of the Month Committee.

After having been enamored with my first Council meeting in San Diego in 1954, I remember many activities at annual meetings that had tremendous impact on the Council. The Council meeting in 1966 was one of them. At that meeting McClurkin indicated a desire to retire and Floyd Parker became the new secretary-treasurer. The Council headquarters were moved to Michigan State University. Don Leu was influential in this change.

Upon Floyd Parker's expressed desire to retire as secretary-treasurer, he was replaced by Dr. Kenneth Widdall in 1966. At the next Council meeting, Marion Conrad was influential in inviting the Council to locate the headquarters at Ohio State. In 1968, Dr. Dwayne Gardner became the executive director. During this period, the Council expanded appreciably and became involved in numerous projects as the Federal government made funds available for a variety of projects and the Educational Facilities Laboratory of which Dr. Harold Gores was President sponsored and supported many projects in the facility and facility related areas. Also, the headquarters staff became more active in the planning for annual conferences.

After I retired from Ohio State University in 1982, I continued to do facility planning with Planning Advocates, which was an arm of the Council under Dwayne Gardner's leadership. This arrangement put PA in competition with its members and the arrangement was abandoned. Gardner, with Council's approval, began to operate PA as a private enterprise. Gardner retired from the Council in between his two different roles with PA. I continued to work with him and others, Dr. Bob Carter, former Dean of the College of Education, Dr. Don Anderson, and Dr. Bill Staats. My activities in this relationship were somewhat similar to my

previous activities although I did enrollment projections for many of the PA projects. An update of a PA project done ten years previously found that the projection of enrollments for that district was off by an enrollment of one. To this situation, the current superintendent said: "Why the error?" No comment!

The second year after Dwayne Gardner retired as Executive Director of the Council, I was asked to serve as Interim Executive Director. I replaced Bob Hedley, current president. This change made it easier to conduct Council business since the staff, records and other business aspects were located in Columbus.

In addition to the typical executive director's responsibilities, other activities developed. One, a $40,000 bill came from the U. S. Office of Education. Some years previous, the Council had a project with one of the units of the U. S. Office with a $40,000 budget. A $40,000 initial check was received in due season. However, sometime later a second check arrived. The Council was advised not to return the second check and to deposit it in the Council's account in a local bank. This advice was based upon the assumption that a return of the check at that time could very well have generated accounting problems for the U. S. Office. Additional information suggested that there would be no need to worry about the excess money. Why? Eventually the Council would be billed for the overpayment. It happened. The U.S. Office was appropriately reimbursed.

Another activity was the selection of an executive director. Appropriate applications for the position were received and arrangements were made to interview four potential candidates in Columbus by a committee appointed by the Board. The committee consisting of Bob Hedley, Chairman, Bill Griffith, Clifford Gross and Art Wohlers interviewed the four candidates and recommended that Tony Wall be awarded a contract. This was accomplished at a special meeting of the Board of Directors in Coeur d' Alene, Idaho, in 1987.

The affairs of the Council had been maintained in excellent condition by the staff, Karen Stevens and Michele Minotti, who were congratulated for their outstanding service during the interim period.

The President's Award was given to Art Wohlers at the time of the annual meeting in Edmonton in 1987. I almost lost the trophy at the Canadian border because of the customs agent's interpretation of a comment I had made in response to his inquiry.

Art Wohlers

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TONY WALL
CEFPI EXECUTIVE DIRECTOR, 1986 — 1997

Tony J. Wall started as Executive Director in July of 1987 and resigned June 1995. During the nine years of Tony's tenure, many of the events that make the Council the organization it is today found their origins.

TONY WALL WRITES:

CEFPI had enjoyed success in the 1960's and 1970's. The 80's left CEFPI with dwindling membership, limited financial resources, without clear focus, and making little impact on school facility issues. I was charged with the task of leading the organization out of debt and finding its focus.

Early presidents, Bob Hedley and Cliff Gross, gave me great support and the freedom needed to move the organization ahead. We set forth a strategy to create awareness for CEFPI. This included a workshop series in seven major cities, where we highlighted the talents of CEFPI members as presenters/ instructors in the workshops. The workshops covered contemporary topics on school facility related issues and found a great reception. Mailings were made to all North American School districts and architectural firms helping create the necessary awareness of CEFPI. The support of Cliff Gross and his design firm was critical to the success of the workshop series. Cliff's dynamic thought process, technical expertise and financial support made these workshops work.

An important marketing decision was made to incorporate the ***"I"*** into the CEFPI name. Most still referred to the name as CEFPI. This led to the creation of a new corporate logo. The logo identified the name of the organization, and incorporated a shooting star to show the rising path of the organization and its star members.

Next we identified attractive conference sites. Locations had to be easily accessible by air, have outstanding facilities that our members might not otherwise have access to, and have a supportive school district nearby. Then we had to negotiate great hotel deals for our members. All of there criteria were met and we saw the annual conference grow by multiples each year. It was thrilling to watch our annual conference become a first class international event. The conferences gave members great educational opportunities. In addition, we built a trade show and architectural exhibit to give the conference a well-rounded, full-impact presentation for our members. These were exhausting, but fascinating times. I have great memories of conference events that brought so many professionals together.

As we strengthened the organization internally, it became important to create relationships outside the organization. The American Institute of Architects, the American Association of School Administrators, Joe Agron's and Peter Li's magazines were all important vehicles to get the CEFPI name out, to create alliances, and to position the organization as a viable, dynamic organization that impacted the educational process.

We pounded the pavement in Washington D.C. to make Congress aware of school facility issues and actually had an audience at the White House! This was the beginning of the organization's impact on legislative issues.

While strengthening relationships and alliances, we needed to look good. Our publications took on both new looks and new materials. We had an image to present – the backbone was the great knowledge from our members.

Memberships grew with conference attendance and our ongoing workshop and training sessions. With increased membership growth came the need for more services and programs. We created the **School Building Institute** program to assist local school districts planning efforts. We developed the **Recognized Educational Facility Planner (REFP)** designation to provide our members a prestigious designation that reflected their professional efforts. We recognized one of the many great past members, Dr. Jim MacConnell with an annual award named after him and we created the **Issue Trak Briefs** to keep members on the cutting edge of issues related to the profession. These activities involved a broad spectrum of members, yielded great responses, and heightened the organization's image.

Having created a strong base, paying off financial debt and positioning the organization for future success, the need for a member driven strategic plan became apparent. The Board of Directors supported a strong plan that identified the areas of **Advocacy, Training and Research** as the organization's primary focus. It was great to see these areas and the vision of the Board of Directors filter through the regions, chapters and the entire membership. I am glad to see that these areas remain as targets for the organization today. The strategic plan was the right vehicle at the right time. It gave a growing organization unity, purpose and vision, and often gave new members opportunities for leadership.

During my tenure I had the opportunity to work closely with many wonderful people both within and outside the organization. I served CEFPI with great pride. We solved major issues with the support of Presidents and the Board of Directors who saw a great future and shared a strong vision of the organization. Professionals like Bob Hedley, Cliff Gross, Byron Kimball, Lee Brockway, Harold Hawkins, Spencer Graves, Bill DeJong, Nancy Myers and Ron McKnight led Boards that understood where CEFPI needed to place itself as an organization. Members Marvin Powell, Tom Skypeck, Glen Meeks, Steve Bingler, Joe Agron and Charlie Raubacher all brought new support and dimension to the organization. I value my relationship with each of them. These people helped me bring the vast diversity of the organization into an operation structure that created success.

In 1995, a hands-on opportunity in the private sector took me from CEFPI. I left an organization that was strong and growing. I have fond memories of our growth, our success, and personal relationships that remain today. It was an exciting time in the organization's history. One of change, one of debate, and one that had undeniable success. CEFPI had become financially sound, membership had reached record highs, the annual conference had become an important event, and the organization was proud within and recognized outside as an important agency to other associations. CEFPI was positioned for even greater success. I'm proud of what we accomplished and how we were able to grow the organization during this time.

Tony Wall, 1987 — 1995

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ROBERT L. HEDLEY
CEFPI PRESIDENT – 1987

Professional background:
Denver Public Schools (35 yrs.);
Secondary and Elementary Teacher;
Coordinator, Supervisor, Director of Facility Planning for the Denver Public Schools;
Facility Planning Consultant since retirement in 1985.

BOB HEDLEY WRITES:

My interest in CEFPI began in 1964 when I was a part of a presentation on mobile classrooms at the National Council on Schoolhouse Construction meeting that was held in Denver. I became a member two years later, when the name of the Council changed from NCSC to CEFPI. Colorado was in the Midwest region at that time. In 1983 it was relocated to the Southwest Region. That same year I was elected as the International Board Member from the Southwest Region. I served on the board for three years, and became President-Elect in 1986. After my time on the board as President Elect, President and Past President was complete, the Southwest Region elected me to serve an additional three years on the board. In 1991, after serving nine years on the Board of Directors, the Southwest Region had enough of me as their board member and elected Dr. Robert Williams from California to serve on the board.

As President in 1987, I attempted to visit each regional conference at my own expense. The only one I was unable to attend was the Northeast Region. I felt these visitations were very important to help strengthen the relationships between the international and the regions. I think my most trying time as President was helping stabilize the financial condition of the Council, and interviewing and selecting a new executive director after Dr. Dwayne Gardner retired. During my time as President, I developed a President's letter to the membership to keep them informed about the developments of the Council at the international level.

There were many special times during my time as President but the ones that leave a lasting impression were my first board meetings as President in Nashville and the board meeting in Coeur d'Alene, Idaho. The meeting was held conjunction with the Pacific N.W. Regional meeting and was our first meeting with Tony Wall, the new Executive Director. Of course you never forget your international conference, mine being in Edmonton at the Fantasyland Hotel.

Thanks always to Dr. John Kulba and Cliff Gross for making my year as President a rewarding experience.

Bob Hedley 1987

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CLIFF GROSS
CEFPI PRESIDENT — 1988

Cliff Gross is an architect. He was educated in Kansas and practices Architecture and Project Management in Washington State. His professional career has centered to a major degree on educational facilities, primarily K-12 in Washington. CEFPI has been a continued focus for maintaining the delivery of state of the art plans and planning processes. CEFPI members who have influenced his career inside and outside of CEFPI *include* Educational Planners – Dr. Thomas Cooper, Al Beck, Dr. James Jennings, Dr. James Thrasher, Mr. Bob Minitti, Dr. Arnold Tjomsland and Architects – Dr. Dwayne Gardner, John Shaver, Don Burr, Maurice Hagen. Cliff has contributed to the Council by working on membership development during the declining membership years, participating in/leading several task groups and making numerous presentations on educational planning concerns from an architectural perspective at local, regional and international conferences. This is in addition to service in local, regional, and international boards and offices.

CLIFF GROSS WRITES:

My membership in CEFPI began in 1973 while attending the annual conference in Montreal, Canada with and at the request of Dr. Thomas Cooper. The interface between the delivery of education and the architectural product was then and continues to be a subject of paramount concern to the Council. My first contact with a CEFPI leader of biblical proportions had come earlier in 1966/67 while attending a Westinghouse Learning Seminar presented by the late Dr. James MacConnell. The focus of the seminar was on individualized educational delivery. The concern that brought me to the seminar was somewhat prophetically the exclusion/inclusion of technology in the educational infrastructure. The hot topic at the time was schools designed to support team teaching and/or individualized education. The technology concerns of the era included television and/or rear screen movie/slide projection.

As a student at Kansas State University I had the opportunity to work in the Office of John Shaver, Architect, who I found later to have been influenced in his design of schools through CEFPI and the Ford Foundation. In a similar fashion I became acquainted with Dr. Arnold Tjomsland through regular attendance at the "Cleveland Conference" held each summer in Cleveland Hall, hence its name, on the Campus of Washington State University. Dr. Tjomsland was a Professor of Education that played a major role in shaping the annual conference to serve its attendees, school superintendents with building problems and architects with client needs. The good doctor was a propo-

nent of Life Long Learning through individualizing the delivery of education. I found out subsequently that Dr Tjomsland was an active member of CEFPI and served as Council President in 1961.

In the membership years leading up to my term on the board and subsequent election to the Presidency, I was privileged to be a regular attendee at CEFPI's annual international conference. One highlight of which was the annual get together with friends from the various regions of the Conference and a sharing of ideas and concerns regarding, among other things, educational planning. Several of these associates and friends worked on my behalf to get me elected President. It has been suggested that they subsequently denied any involvement so I'll mention some of their names anyway: John Pinella of New York, Dr. John Kulba of Alberta, Dr. Yale Stenzler of Maryland, Dr. Kent Stewart of Kansas, Dr. James Jennings of Washington.

In the year prior to the International Conference of 1988 I was selected to represent the CEFPI board at a symposium on symposia in Jerusalem, Israel as a guest of the Minister of Culture and Education for the State of Israel. The purpose of the conference was to demonstrate that you could attend a conference in Israel and return home in one piece. The Minister of Culture was intending to host a symposium on educational planning in the not too distant future. The manner and motive as to my selection has never been revealed to me; however, I've been assured the board was looking forward to my healthy return. The experience did serve to underscore that the development of ***some measure*** of commonality in the content and delivery of education to all human beings would serve greatly to bond our world culture peacefully together. The Symposium on Educational Planning did occur in Jerusalem a year or two later and CEFPI was represented on the program.

Prior service on the international board had taught me that each year/presidency had its own unique crisis/challenge to deal with. This is in addition to the continuing issues of the annual conference, funding shortfalls, membership development and services. The crisis of 1988 dealt with the hiring of a new executive director. The hiring process was complicated by the decision to redefine the role of executive director.

In addition, the board wanted to maintain CEFPI's identity with Ohio State University. The board followed the recommendation of the president's selection committee to hire Tony Wall as Executive Director for the Council. I cast the tie-breaking vote and take a measure of credit for his tenure and, by extension, his subsequent hiring of Ms. Deb Moore.

During this pre-presidential period I was privileged to meet and work with Dr. James Thrasher who had served earlier as CEFPI President in 1969. Dr. Thrasher was a major influence in shaping the Milwaukee conference. Incidentally, his presidency had been distinguished by resolving two major issues: the admission of Architects as full members, still a controversial decision among educational planners, and the hiring of Dr. Gardner as Executive Director. In the era of the Thrasher Presidency, the annual international conference was highly professional; tuxedos were considered appropriate for some functions, and intellectually significant speakers were solicited to make presentations. The focus was on excellence.

Milwaukee was, *undeservedly*, not considered a conference destination city of choice in a pop culture. This was a concern to our new Executive Director particularly since operating revenue requires a profitable conference. We endeavored to attract attendees with content. Presenters included John Naisbitt of **Megatrends** fame as well as prominent educational/technology futurists. The Conference was a success; i.e., the proceeds of the Milwaukee Conference were sufficient to help maintain the Council in existence for another year.

This was due in no small measure, as was usually the case, of a hard working local arrangements committee ably lead by Architect, Mr. Ed McMilin. Needless to say, Tony instituted a policy of conferencing only in Cities with popular destination appeal, in keeping with the times. Leading up to the annual conference, the board opted to present a series of workshops, one in each council region, on school modernization and technology. The workshops agenda focused on providing nuts and bolts basic information on the hazards of modernization projects, as well as the fundamental principles of good educational planning and some show and tell regarding the advantages of CAD documentation in the continued M&O of the school. The workshops were a success, judging from the response of attendees, and also attracted new members to the council. The seminar series also generated operating revenue to the Council, due in no small measure, that some presenters including yours truly paid most of their own expenses. I was privileged to participate in the seminars along with Dr. Gardner, Mr. Marvin Powell, who pioneered project/program management for schools, CEFPI staff and many other distinguished CEFPI members.

I have come to view CEFPI as a unique interdisciplinary organization with a history of *at times* nurturing the dynamics of educational change in the almost totally misunderstood world of educational planning. The definition of a continuing role for the ***Educator/Planner*** during all phases of the population pyramid's impact on educational facilities demand, should be a paramount concern of the Council. Remembering the many fine Professors of Planning from colleges of education that have participated in Council activities, this effort must extend to curricula development in forward thinking universities.

It has been a distinct privilege and honor to be elected by its members and to serve as President of the Council of Educational Facility Planners, International for 1988.

Cliff Gross, 1988

CLIFFORD A. NAHSER, AIA, NCARB
CEFPI PRESIDENT — 1989

Clifford Nahser, a member of CEFPI since 1963, served on the Board of Directors from 1981 through 1990, and as president of the Council in 1989. Presently an emeritus member of the Council, he also served as president of the Southeast region in 1974-75. Mr. Nahser attended the Georgia Institute of Technology, earning his Bachelor of Science degree in 1951 and a Bachelor of Architecture in 1952. Following a three-year internship, he was registered to practice architecture in 1955 and certified by the National Council of Architectural Registrations Boards (NCARB) in 1956. Nahser began his architectural career with three other Atlanta architects, focusing his efforts on schools and banks.

In 1961, Nahser was hired by the Atlanta Public Schools to serve as the district's architect. During his 26-year tenure with Atlanta Public Schools, Nahser directed the construction of $400 million in educational facilities. While at Atlanta Schools, he met Dr. John Gillaland, University of Tennessee, who served as a consultant to the school board and was a member of the National Council on Schoolhouse Construction, the predecessor to CEFPI. Nahser attended his first Council meeting in Princeton, New Jersey in 1963 and has been active in both regional and national activities ever since. He utilized the Council guidelines to upgrade facilities standards for the Atlanta Schools. Serving on a state committee with Dr. Carroll McGuffey, CEFPI, they facilitated the use of these same Council guidelines to revise the Georgia State facilities standards.

Nahser served on the Council's Planning Guide update committee along with Dr. Dwayne Gardner. Together with Council members Dr. Darwin Womack and John LaRowe, Nahser assisted the Atlanta school district in developing a program to significantly update schools which served as a model for the other southeastern states. Several buildings were awarded national and regional awards by AIA and AASA. In addition to his dedication to CEFPI, Nahser also served on the AIA National Committee on Architecture for Education, AASA's National Design Award jury and many other local boards.

In a fitting tribute, Cliff Nahser was named CEFPI Planner of the Year in 1986. Elected president of the Council in 1989, Nahser conducted his first board meeting in Columbus, Ohio on May 8, 1989. Heading the agenda were discussions concerning the tenuous financial condition of the Council and the upcoming annual international conference in Orlando, Florida. A summer planning meeting was held at the Peabody hotel prior to the Orlando conference. The 1989 Orlando conference enjoyed an

excellent program with outstanding workshops and a well received architectural exhibit. Although the conference was financially successful, accrued debt still hung over the Council. Negotiations continued with Ohio State University to reimburse overdrawn accounts and reestablish the Council on a firm financial base. This year proved to be a turning point for the Council.

"My experience with CEFPI has been extremely rewarding. I have worked with some of the country's finest planners, visited significant facilities and gained experience in my chosen field," stated Nahser. On looking back, Cliff Nahser noted, "Many friendships established through the Council have been long lasting. I still try to attend meetings and keep up with my old friends whenever possible."

Cliff Nahser, 1989

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1990 - 1994

1990

Annual Conference

Costa Mesa, California

President	Byron Kimball	Los Angeles, CA
Past President	Clifford Nahser	Atlanta, GA
President Elect	Lee Brockway	Michigan City, IN
Southern Region	Dr. Harold Hawkins	College Station, TX
Southeast Region	Spencer Graves	Orlando, FL
Southwest Region	Robert Hedley	Denver, CO
Pacific Northwest Region	James Delaney	Calgary, Alberta
Northeast Region	Robert Suckling	Altoona, PA
Midwest / Great Lakes	Dr. Nancy Thomas	Notre Dame, IN
At Large	Dr. Glen Earthman	Blacksburg, VA
At Large	Irvin Brunas	Regina, Saskatchewan
At Large	Dr. Leonard Skov	Kearney, NE

1991

Annual Conference

Atlanta, Georgia

President	Lee Brockway	Michigan City, IN
Past President	Byron Kimball	Los Angeles, CA
President Elect	Dr. Harold Hawkins	College Station, TX
Southern Region	Dr. William White	West Monroe, LA
Southeast Region	Spencer Graves	Orlando, FL
Southwest Region	Robert Hedley	Denver, CO
Pacific Northwest Region	Marian Weleschuk	Edmonton, Alberta
Northeast Region	Robert Suckling	Altoona, PA
Midwest / Great Lakes	Dr. Nancy Smith	Rochester, IN
At Large	Dr. Glen Earthman	Blacksburg, VA
At Large	Irvin Brunas	Regina, Saskatchewan
At Large	Dr. H. Edward Lilley	Morgantown, WV

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1992

Annual Conference

CEFPI
FACILITIES IMPACT LEARNING
92 CONFERENCE

San Diego, California

President	Dr. Harold Hawkins	College Station, TX
Past President	Lee Brockway	Michigan City, IN
President Elect	Spencer Graves	Orlando, FL
Southern Region	Dr. William White	West Monroe, LA
Southeast Region	Dr. H. James Schroeer	Tallhassee, FL
Southwest Region	Dr. Robert Williams	Santa Maria, CA
Pacific Northwest Region	Marian Weleschuk	Edmonton, Alberta
Northeast Region	Robert Suckling	Altoona, PA
Midwest / Great Lakes	Dr. Nancy Smith	Rochester, IN
At Large	Dr. Glen Earthman	Blacksburg, VA
At Large	Ron McKnight	Aurora, Ontario
At Large	Dr. H. Edward Lilley	Morgantown, WV

1993

Annual Conference

93

Toronto, Ontario

President	Spencer Graves	Raleigh, NC
Past President	Dr. Harold Hawkins	College Station, TX
President Elect	Dr. William DeJong	Dublin, OH
Southern Region	Dr. William White	West Monroe, LA
Southeast Region	Dr. H. James Schroeer	Tallahassee, FL
Southwest Region	Dr. Robert Williams	Santa Maria, CA
Pacific Northwest Region	Marian Weleschuk	Edmonton, Alberta
Northeast Region	Dr. Ernest Rookey	Little York, NY
Midwest / Great Lakes	Dr. Nancy Smith	Indianapolis, IN
At Large	Vern Burk	Las Vegas, NV
At Large	Ron McKnight	Aurora, Ontario
At Large	Robert Suckling	Altoona, PA

1994

Annual Conference

94

Phoenix, Arizona

President	Dr. William DeJong	Dublin, OH
Past President	Spencer Graves	Raleigh, NC
President Elect	Dr. H. Edward Lilley	Morgantown, WV
Southern Region	Robert V. Bullis	Houston, TX
Southeast Region	Dr. H. James Schroeer	Tallahassee, FL
Southwest Region	Dr. Robert Williams	Santa Maria, CA
Pacific Northwest Region	Bill Morley	Regina, Saskatchewan
Northeast Region	Dr. Ernest Rookey	Little York, NY
Midwest / Great Lakes	Dr. Nancy Myers	Indianapolis, IN
At Large	Vern Burk	Las Vegas, NV
At Large	Ron McKnight	Aurora, Ontario
At Large	Robert Suckling	Altoona, PA

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HISTORY & HIGHLIGHTS

1990

- CEFPI offered a **School Planning & Design** workshop.
- CEFPI began a new award named after the late Dr. James D. MacConnell. The **MacConnell Award** recognizes outstanding school projects, studying the projects from their planning stage to occupancy.
- New edition of the **Guide for Planning Educational Facilities** was released.

1991

- CEFPI, the National Governors' Association and the National Conference of State Legislatures co-sponsored a **National Conference on Educational Facilities** in order to formulate a national agenda on educational facilities.
- A new edition of the **School Facility Appraisal Guide** was released as an update to the **Appraisal Guide** initially developed in 1986.

1992

- **School Building Day** became an annual event.
- CEFPI's **National Coalition for Educational Facilities** met in Washington D.C.
- CEFPI presented the **Break the Mold** workshop series.
- CEFPI Board of Directors met in San Antonio to conduct a strategic planning session.

1993

- Headquarters moved from Ohio to Arizona.
- First annual **Preparing Your School Building for Technology** workshop was held in Phoenix.
- CEFPI partnered with Arizona State University to develop pilot program, the **School Facilities Academy**.
- Board approved professional registration program for CEFPI members to hold the designation of **Recognized Educational Facility Planner, REFP.**

1994

BYRON KIMBALL
CEFPI PRESIDENT — 1990

Byron Kimball was with the Los Angeles Unified School District for 35 years. At the time of his retirement in 1988, he was in charge of Real Estate, Design and Planning, Construction and Inspection, Educational Housing, and Maintenance. At that time, the Los Angeles district had more than 630,000 students housed in 435 schools.

BYRON KIMBALL WRITES:

I became involved with the Council in 1976 when the International Conference met in Los Angeles. My boss at the time, Harry Saunders, was the Local Arrangements chairman for the conference. During a district staff meeting in early 1976, he asked his staff members if any of them would be willing to assist him. I volunteered and also indicated that my wife Lucy would be happy to help, especially with the spouses' events. Both of us were very pleased with the conference in Los Angeles and I believe we have not missed an International conference since.

My involvement with the Council continued over the next few years, as I became regional chairman of the Southwest Region and then was elected as the Southwest representative to the Council in 1985. After representing the Southwest Region for three years on the Board, I was chosen President-Elect in 1988 shortly before my retirement.

CHALLENGES

During my year as president of the Council, there were no major problems. Maybe some of the Board members would disagree if they recall the Board meeting in Chicago on June 23, 1990, when we met in executive session to review the Personnel Committee report and the Executive Director contract. Every board member expressed strong feelings about the current executive director. After three and one-half hours of discussion, the contract was approved at the regular meeting. It seemed at the end of the Chicago meeting that the Board had reached a better understanding of the executive director's duties and responsibilities and we were ready to move on together.

CONTRIBUTIONS

My wife Lucy and I decided we would attend as many regional meetings as possible in order to meet the members on a more personal basis. Our plan worked very well as we visited the Southern Region in New Orleans, the Northeast Region in Syracuse, the Southeast Region in Sea Island, Georgia, the Northwest Region in Anchorage, and the Southwest Region in Anaheim. Due to a date conflict, we were unable to attend the Midwest-Great Lakes Region meeting. We really enjoyed meeting the members in their own regions and succeeding presidents have continued the practice.

REWARDS

The Council continually stressed the importance of communication between architects, planners, and school personnel during both the education spec process and the design and construction process. The Council also provides and American-Canadian network of architects, planners, construction managers and vendors who are willing to address problems that may arise. Through our involvement with the Council, my wife and I have made friends with whom we maintain close contact.

MEMORIES

At the Southern Regional meeting in New Orleans in 1990, Mardi Gras had just begun. Milt Miller and I were coerced by our wives into going to a parade being held a few blocks from our hotel. Milt and I stayed in the back of the crowd, but Bev Miller and Lucy Kimball were right up in front, pushing and shoving to catch trinkets thrown from the floats. Milt and I didn't walk with our wives back to the hotel. A past president and current president of the Council just didn't do that!

Another memory of the Southern Regional meeting was that only 14 people attended. I had been advised by the Board of Directors that if no more interest were shown in the Council, action would be taken to split the region among other regions. Mr. Miller indicated he was trying to interest more people in the Council and would like a little more time to increase membership. As you all know, we were very successful in increasing membership.

I will always remember the banquet at the conference in Costa Mesa, California in 1990 and our enjoyment of the ice cream social at the close of the evening.

Byron Kimball, 1990

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LEE J. BROCKWAY, AIA
CEFPI PRESIDENT — 1991

Lee Brockway has been a school architect and planner for more than 40 years. A graduate of the University of Notre Dame, Lee's leadership in educational facility design has involved hundreds of school districts in the USA — Virginia to Alaska — as well as international work in England and the Philippines. An active member of CEFPI since 1967, Lee has served as president of the Great Lakes/ Midwest Region, an International Board Member and as International President in 1991. He has also been a member of the Committee on Architecture in Education Research Council and has served as a state and chapter president for the American Institute of Architects.

LEE BROCKWAY WRITES:

I became acquainted with the Council in 1967 while working with John Shaver on several nationally distributed projects that involved the U.S. Office of Education, Educational Facilities Laboratory, and some CEFPI members. This began a more than 40 year relationship with the Council. Most of the nationally recognized planners with whom we worked were strong supporters of the Council — among them were Harold Gores, Jim MacConnell, Dwayne Gardner, Bill Chase, John Cameron, Bill Blurock, Kent Stewart, and Dr. John Gilliland. John Shaver felt that we should participate in and support CEFPI by sharing our experiences and meeting other planning leaders in the country. We worked on regional committees and attended the Annual Meetings. My experience on school projects has extended from Florida to Alaska and includes England and the Philippines.

Becoming President-Elect in 1989, I was installed as International President of the Council in October of 1990 at Costa Mesa, California. Among the goals that I had set for this presidency were: 1) the strengthening of relationships between the regions and headquarters; 2) improving our liaison relationships with the American Association of School Administrators, the National School Boards Association, the Association of School Business Officials, and the Committee on Architecture for Education of the American Institute of Architects; 3) developing new associations with education and legislative groups involved in school financing and construction; and 4) significantly increasing the number of CEFPI members and the amount of participation in Council activities by those members.

Working with the headquarters staff and Council members, we were able to accomplish each of the goals listed above and to begin the National Coalition for Educational Facilities. We were able to strengthen the relationship between Canadian and USA members by emphasizing shared roles in the

Council, and by bringing international focus on the image and inclusiveness of CEFPI in the Professional Educational Facilities Planner and other publications.

Throughout the years of my membership, the CEFPI organization has helped me to realize more clearly the value of involving a professional planner in the development and design processes for school building projects. This was not only the development of educational specification but included enabling community participation in the planning process. This participation in the Council gave me new confidence in my fellow members that helped me to form strong planning teams in the projects with which I was involved. It helped me to realize that an architect acting alone usually avoided or deferred planning and started designing before he or she understood the program requirements.

I found great value in the transitional planning from my predecessor Byron Kimball through my term and on to the term of Harold Hawkins. The work with the Board of Directors through this period helped us all to become more effective. A high point of my term was the opportunity to arrange and conduct a visit of most of the CEFPI Directors to the American Institute of Architects Headquarters in Washington, DC. We met with several key AIA officers, Board Members, and Directors and effectively repaired and rebuilt our recently damaged cooperative relationship.

Lee Brockway, 1991

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HAROLD HAWKINS
CEFPI PRESIDENT — 1992

Harold Hawkins has been a teacher, school superintendent, and a university professor. His training was largely as a school administrator; practical experience, however, led him to considerable involvement in educational facility planning. During his 22 years at Texas A&M University he taught facility planning to many administrators and potential administrators who were or have since become involved in the planning of school facilities. For example, several students in educational administration — Fred Calhoun, Lee Burch, David Schuelke, Ed Lilley and Jerry Lowe all have moved ahead into school administration, architecture, planning and/or teaching responsibilities as well as leadership roles in CEFPI.

HAROLD HAWKINS WRITES:

My membership in CEFPI began in 1977 when I attended the International Conference in Seattle, Washington. The emphasis in that conference was energy utilization and conservation. I became aware that this as an organization essential to my professional development and growth. I was in my early years in teaching a graduate level course titled The School Plant (later called Educational Facility Planning). With my background in education rather than architecture it was natural for me to emphasize educational facility planning at the school district level.

During my doctoral program many years ago, I gained some experience in educational facility planning. That experience included facility appraisal and school district master planning. When I became active in CEFPI, contacts with professionals in facility planning helped me to realize what a great opportunity I had to gain increased depth in facility planning and to strengthen my teaching skills. CEFPI soon became the professional organization where I felt "at home".

Early involvement in Council activities included serving as chairman of the Research Review Committee, thanks to the encouragement of Carroll McGuffey. Following participation in many Southern Region programs, I was selected to serve on the International Board of Directors and as President for the 1992 term. During this period CEFPI faced major financial problems. Cash flow made the operation of the Council very difficult. The Regions were called upon to help with cash contributions and/or loans. Debts to Ohio State, the host institution, had to be dealt with. Board meetings were somewhat tense, and with some disharmony on the Board, meetings were sometimes long and difficult. These were challenging times!

My CEFPI experiences contributed much to my personal and professional growth. My interest in the relationship between facilities

and learning were stimulated during my three-year term on the Board and my year in the Presidency. One of my aims at this time (and a continuing interest) was to strengthen the international aspect of CEFPI, and in several ways I focused on that area. For example, as part of the Interface Project, I had the opportunity to become acquainted with Nick Kajita in Japan. He was most helpful in making arrangements in visiting Japanese schools.

As part of the conference program, he and a group of Japanese architects made presentations. Because I knew members of the group and had helped to arrange that part of the program, it was my responsibility to introduce them. The frustrations of serving as president during the conference must have been greater than one could imagine because I introduced Nick Kajita as being from Tokyo, Texas!!

Another remembrance was one connected with chairing board meeting. During a meeting with considerable discord, I was trying my best to keep reasonable order and to avoid everyone talking at the same time. Amidst the excitement I noted several times that Ron McKnight wanted to join the fray. I finally had the opportunity to call on him. That time (and usually on other occasions) Ron would respond with his Canadian politeness by saying, "Thank you, Harold"!, and then sharing his wisdom on the topic under discussion. I always liked to call on Ron McKnight!

Other well remembered experiences came from attending six regional meetings. My wife, Barbara, and I drove to each of these during my term as President. The following thoughts are still vivid in my recollections.

Southern – This was really special because it was among my many friends in my home region, and I remembered how important their help and support was.

Southeastern – Hilton Head, South Carolina. The delightful outdoor patio party for the evening meal.

Northeast – Portsmouth, New Hampshire. A tremendous seafood meal and a chance to get to know Paul Abramson. (You may begin to think that food was my only interest, but it is a nice way to strengthen existing friendships and to develop new ones).

Great Lakes Midwest – Grand Rapids, Michigan. Special involvement in the two-day charette-planning project directed toward the needs of Grand Valley State College. I was fortunate to work with the team using the CAD equipment. It was a special treat to work with Lee Brockway.

Southwest – Las Vegas, Nevada. A Regional group that knew how to conduct business all day long and to evaluate "facilities and equipment" all night.

Pacific Northwest – Portland, Oregon. A wonderful location for a conference on a small island within the city. A scenic bridge spanned the waterway and was so very visible from the conference room with a huge picture window. That bridge demonstrated, throughout the two-day meeting, the important linkage between educators and architects in the essential process of educational facility planning.

Harold Hawkins, 1992

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H. SPENCER GRAVES
CEFPI PRESIDENT — 1993

Spencer Graves joined CEFPI in 1975. Spencer began his active involvement in facility planning when he began his employment at Valencia Community College in Orlando, FL. Prior to moving to Florida, he was Supervisor of Maintenance at Texas Woman's University and Asst. Supervisor of Maintenance at the University of Houston. Spencer has been an active member of several state and regional facility planning organizations. He served as president of the Florida Educational Facilities Planners Association, President of the CEFPI Southeast region, as well as founding member and officer of North Carolina Educational Facilities Planners. He has served on state committees involved in improving educational facilities in Florida, North Carolina and Mississippi. Spencer served as the SE Regional International Board member, International Board member at-large, and as CEFPI International President and in 1996, he received the CEFPI Planner of the Year award.

SPENCER GRAVES WRITES:

I can thank Bob Gilbert, my boss at Valencia, for getting me involved in CEFPI. He was scheduled to attend the annual meeting in Houston in 1975, but could not attend, so he sent me in his place. We tried to use his member's registration, but Karen Stevens would not allow it. She told me I had to join and then I could use his registration. That was the best $40 I ever spent. I was impressed with the conference and especially the books provided by EFL. I did not attend my second international meeting until the Seattle, WA meeting in 1977. I really did not get involved until Harry Pelley said I wouldn't appreciate or receive any benefits of CEFPI membership unless I was active at the regional level. So, I became the state representative from Florida. That really started me on a road I never thought I would take. It took awhile for me to understand I was to do something with my membership.

Harry and I decided if I was to be active on the international level, I would have to get Bob Gilbert to chair the local arrangements committee for the 1983 annual meeting in Orlando. Mr. Gilbert was a great delegator and we knew he would ask me to work on the committee. It worked. I was caught — hook, line and sinker.

I was fortunate to be elected to serve as the 1993 International President. I had been on the Board for several years representing the SE region or an international committee, and I wanted to be involved in setting the direction of CEFPI. The role of facility planner was being

recognized as a profession, and was moving from "other duties as assigned". I wanted to help make the profession better and have the work be more meaningful. About the time I was getting involved, Dwayne decided to retire as executive director. I survived the transition from being a supporter of the "office" carrying out the wishes of the board to being one of the "working" board members. Bob Hedley and Art Wohlers oversaw the operation of the organization's office and kept the board members focused to keep CEFPI alive. The Board later hired Tony Wall to be the new Executive Director. I'll never forget the next three years. There was such a struggle about the role the board member and the role of the Executive Director, that the stress level on the board was huge. Fortunately, that conflict was resolved and the organization moved forward.

Many things happened during my term as president. The biggest was moving the office from Columbus to Phoenix. Tony asked if I would support the move and help convince the board. I told him to convince me that it was the correct "business" decision and we would see. We then took it to the Executive Committee to make sure he had thought of any questions that might come up. The board gave careful consideration to the request, and CEFPI moved to Phoenix.

I am very proud of several other events that happened during my term in office to help raise the level of professionalism.

- **CEFPI developed the second long-range plan.** Bill DeJong had worked with Milt Miller in 1984 to develop the first plan. In 1993, the plan was revived and Bill helped the Board develop the strategic Plan for CEFPI. We all understood the commitment that was to be made and vowed to make the plan work. We also knew the plan was dynamic and would have to be reviewed every few years. The strategic plan is alive and in use today.

- **In 1993 the REFP program was initiated.** We felt it was important that the membership be recognized for their professionalism. We talked about a certification program for many years and this program was the outcome. The program has undergone some changes, but has become a standard for facility planners.

- **The development of the first Building Program Institute was started.** After some modifications, this format has been used in districts such as San Diego and Clark County Nevada to provide assistance to systems in providing adequate facilities.

Many people have been an inspiration to me to serve. Tom Morgan, Cliff Gross, Cliff Nahser, Byron Kimball, Dwayne Gardner, Bob Hedley, are just a few of the many people that have guided and directed me. The one that I think of the most is Lee Brockway. His poise and demeanor are the characteristics that gave me confidence to serve.

There have been many highlights in my 24 years in CEFPI. I have had the opportunity to meet some really wonderful people. Our membership is our strength. I always found our members to have one major guiding principal - the students in our countries are great and deserve our best. All of our members have the desire to make sure our students become achievers, they work to make sure the student can be successful, and they do that by making sure we provide the best environment for them to learn in.

> **Servant.** *The base word is serve. Webster has several definitions of these words. Servant – One that serves another. Serve – To work for; to supply; to be of assistance to or promote the interest of; to deal with.*

CEFPI members are servants — the servant of the student. We fight for their right to have a decent learning environment. We strive to make the public aware of the proper treatment of students by providing adequate learning space. We work hard to make sure they get the best. I am proud to be a part of CEFPI.

Spencer Graves, 1993

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WILLIAM S. DEJONG, PH.D., REFP
CEFPI PRESIDENT – 1994

Dr. DeJong became a member of CEFPI in 1978 when he joined the Council's staff as the project director to head up a grant from the Charles Stewart Mott Foundation. He served on the Council's staff until 1984. During his tenure he became the Council's Assistant Executive Director in 1981.

Prior to joining the Council, Bill directed adult and community education for the Grand Rapids, Michigan Public Schools. This was one of the most extensive adult and community education programs in the county with over 54,000 students and 1,800 full and part-time staff members.

After leaving the Council in 1984, he became the Executive Director of the National Community Education Association (NCEA) in Washington D.C. His efforts to restructure the organization focused the organization on the development of the school business partnerships and parent involvement movements in the United States.

In 1989 Bill returned to Columbus, Ohio to join former CEFPI executive director, Dwayne Gardner, as the President of Planning Advocates. The Council of Educational Facility Planners designated Dr. DeJong as the International Planner of the Year in 1991.

In 1992 Dr. DeJong formed DeJong & Associates, Inc., which is the premier educational facility planning organization in North America. DeJong & Associates, Inc. is known for its leadership in community involvement and consensus building, work in developing futuristic schools, leadership in technology, and its commitment to improving the quality of life for people throughout the world. DeJong & Associates, Inc. is responsible for the planning of many projects from Alaska to Nova Scotia, Arizona to Florida, California to New York, as well as international projects.

Dr. DeJong is also the co-founder of Meeks Technology Group, serves as the education team leader for Honduras, and he annually teaches school planning and design at Harvard University.

BILL DEJONG WRITES:

This is an important organization. The Council of Educational Facility Planners, International represents school planning and design in North America and is developing linkages with other parts of the world. The reason it is important is because it indirectly serves over 50 million children in North America and many more around the globe. The goal of nations throughout the world is to have every child attend school. This is nearly the case in North America. In other words the members of this organization

have the potential to impact every human being. Furthermore, there are more dollars spent on education than any other government program. So we have an awesome responsibility and an awesome opportunity.

As an organization we have the responsibility of developing quality learning environments. I have often asked the question; If not us, then who? This is clearly our responsibility and those of you that know me, know that I take this challenge seriously, everyday.

This organization has blessed me over and over. After becoming a staff member of the organization in 1978, I soon became involved the challenge of improving planning and decision making processes to better meet the facility needs of local districts. Immediately I learned that this was more than an organization in name only. Repeatedly I found it necessary to call on members of the organization, especially the more senior members, many whose names appear in this document, for assistance. I was the young kid on the block. The 28 year old full of energy and ideals, but no practical knowledge whatsoever. And as crazy as this may sound it didn't make any difference if I was young or old, experienced or not. I found that if you needed help, all you needed to do was call. Thus began my journey with the Council that has spanned more than 20 years.

DEJONG AS CEFPI PRESIDENT

I received a phone call to ask if I would consider running for president. I found the call intriguing. I don't know if ever in the history of the Council a former staff member had served as the president, if a person has ever been president without first serving on the board, and whether I was old enough (just kidding).

Since I previously served on staff, I felt I might have too much of a working knowledge of the daily operations that would cause a focus on management rather than policy. After talking with several people, including staff, I decided to run.

I was uncertain why persons would be interested in having me run for office. Soon after being elected, the reasons became clear. Then President Spencer Graves and Executive Director Tony Wall asked if I would facilitate the development of strategic plan for CEFPI. What evolved of the board's collective efforts was a dramatic re-definition of the organization. Around three words the organization began to redefine itself. These words were **Advocacy, Training and Research**. In a matter of two days during the Spencer's term, the board reached a complete consensus on beliefs, values, and overall direction. These were not just nice words that were being developed, but became the rallying cry that resulted in a major restructuring of the organization.

The four terms of Presidents — Graves, DeJong, Lilley and McKnight became nearly non-distinguishable. The plan became more important than any of our individual personalities. In fact during the term in which I had the opportunity to occupy the presidency, every action item was passed unanimously. We began to live and breathe the plan.

Surely we were blessed by a healthy economy and no major personnel issues or the need to move the offices. At the same time, the plan was bold and was moving the organization. In later years several persons began to challenge the plan but after further review, scrutiny and updating the plan continues on.

Other than refining and implementing the strategic plan, my term in office was rather uneventful. With the help of Glenn Meeks we began what has lead to an annual technology conference which has been extremely helpful in positioning our members and the organization in a leadership role in this arena. We had a record breaking annual conference in Scottsdale, Arizona at the most elegant Granny Ranch. Membership grew significantly as did the recognition of the organization by other groups. This was the greatest non-paying job I ever had.

Once you finish your term in office (which actually consist of three years as president elect, president and past president), you are expected to retire. Well, at least it seems that way. But I was only 45. Actually, the past presidents make up a very unique group of behind the scenes CEFPI cheerleaders. A group of people who collectively share a meal together once a year and share old time stories. But more seriously, this group through their individual efforts, are the ones that provide moral support, in many different ways, to the organization.

Actually, immediately following my tenure as president of the organization I was appointed to be a "board member at large". So in some respects I did it in reverse. Most people become board members and then move on to president. I became president and then moved on as a board member.

I had always had a fascination with the I (international) in CEFPI. In the development of the strategic plan we discussed a greater international emphasis. Through the grace of God and the involvement of my family, in the past few years I have had the opportunity to lead the education team in Honduras. (Many of the current board members and staff are probably happy that I have found something to do for CEFPI outside of the country).

All kidding aside, I have learned that by applying many of the skills that I have learned through CEFPI, this organization can make a significant contribution throughout the world. This new effort is called Schools for the Children of the World. This effort will be successful because of the heart of the members and the leadership of this organization.

Well there are over 50 million children in North America; there are over 1 billion children in the world. Our work has just begun.

Bill DeJong, 1994

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1995 - 1999

1995

Annual Conference

Dallas, Texas

President	Dr. H. Edward Lilley	Morgantown, WV
Past President	Dr. William DeJong	Dublin, OH
President Elect	Ron McKnight	Aurora, Ontario
Southern Region	Robert V. Bullis	Houston, TX
Southeast Region	Dr. H. James Schroeer	Orange Park, FL
Southwest Region	Dr. William Maclay	Aurora, CO
Pacific Northwest Region	William Morley	Regina, Saskatchewan
Northeast Region	Dr. Ernest Rookey	Little York, NY
Midwest / Great Lakes	Dr. Nancy Myers	Indianapolis, IN
At Large	Vern Burk	Las Vegas, NV
At Large	Robert Suckling	Altoona, PA
At Large	Unfilled	

1996

Annual Conference

Tampa, Florida

President	Ron McKnight	Aurora, Ontario
Past President	Dr. H. Edward Lilley	Morgantown, WV
President Elect	Robert V. Bullis	Houston, TX
Southern Region	James Brady	Austin, TX
Southeast Region	Dr. H. James Schroeer	Orange Park, FL
Southwest Region	Dr. William Maclay	Aurora, CO
Pacific Northwest	William Morley	Regina, Saskatchewan
Northeast Region	Dr. Ernest Rookey	Little York, NY
Midwest / Great Lakes	Dr. Nancy Myers	Indianapolis, IN
At Large	Vern Burk	Las Vegas, NV
At Large	Robert Suckling	Altoona, PA
At Large	Unfilled	

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1997

Annual Conference

Phoenix, Arizona

President	Robert V. Bullis	Houston, TX
Past President	Ron McKnight	Aurora, Ontario
President Elect	Dr. Ernest Rookey	Little York, NY
Southern Region	James Brady	Austin, TX
Southeast Region	Dr. H. James Schroeer	Orange Park, FL
Southwest Region	Dr. William Maclay	Aurora, CO
Pacific Northwest Region	Steve Young	Snohomish, WA
Northeast Region	Bradford Furey	Harrisburg, PA
Midwest / Great Lakes	Dr. Nancy Myers	Indianapolis, IN
At Large	Dr. William DeJong	Dublin, OH
At Large	Vern Burk	Las Vegas, NV
At Large	Spencer Graves	Raleigh, NC

1998

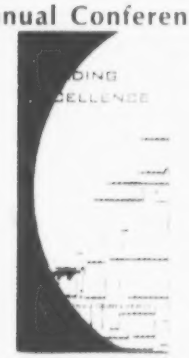
Annual Conference

Vancouver, B.C.

President	Dr. Ernest Rookey	Little York, NY
Past President	Robert V. Bullis	Houston, TX
President Elect	Dr. William Maclay	Aurora, CO
Southern Region	James Brady	Austin, TX
Southeast Region	Dr. H. James Schroeer	Orange Park, FL
Southwest Region	Bill Waters	Albuquerque, NM
Pacific Northwest Region	Steve Young	Snohomish, WA
Northeast Region	Bradford Furey	Harrisburg, PA
Midwest / Great Lakes	Ronald H. Fanning	Celina, OH
At Large	Hugh Skinner	Surrey, BC
At Large	Prescott Harrison	Toronto, Ontario
At Large	Spencer Graves	Raleigh, NC

1999

Annual Conference



Baltimore, Maryland

President	Dr. William Maclay	Aurora, CO
Past President	Dr. Ernest Rookey	Little York, NY
President Elect	Dr. Nancy Myers	Indianapolis, IN
Southern Region	James Brady	Austin, TX
Southeast Region	Roy Blizzard	Elkview, WV
Southwest Region	Bill Waters	Albuquerque, NM
Pacific Northwest Region	Steve Young	Snohomish, WA
Northeast Region	Bradford Furey	Harrisburg, PA
Midwest / Great Lakes	Ronald H. Fanning	Celina, OH
At Large	Hugh Skinner	Surrey, BC
At Large	Prescott Harrison	Toronto, Ontario
At Large	Spencer Graves	Raleigh, NC

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HISTORY & HIGHLIGHTS

1995

- Chapter formation moves into high gear.
- GAO study targets $112 billion for school repairs.
- CEFPI & ASCD produce publication, **Designing Places for Learning.**
- CEFPI and Arizona State University conduct summer academy, **Creating Learning Environments for the 21st Century: Dealing with Sociological Change Involved in Building Ahead of the Culture.**

1996

- The **ISSUETRAK** becomes CEFPI's newest member service.
- **Where Children Learn** becomes CEFPI research initiative.
- Tony Wall resigns as Executive Director.
- Milestone reached as 73rd Annual Conference attendance hits 1,016.
- **Breaking Ranks** is chosen for the theme of the 1997 Academy.
- **Lessons Learned for Recently Opened High Schools: A Study of Process and Outcomes** project funded.

1997

- CEFPI participates in **National Clearinghouse on Educational Facilities.**
- Thomas A. Kube named as new Executive Director.
- James D. MacConnell Award workshop series developed.
- CEFPI and *School Planning & Management* magazine partner for the first annual **Impact on Learning Award.**
- CEFPI coordinates Phoenix site for nationwide school construction forums initiated by Vice President Gore.

1998

- Facilities Academy presented with Shippensburg University.
- CEFPI purchases a new headquarters building.
- Board of Directors endorses Dept. of Education's **Design Principles**.
- In response to increasing instances of campus crime, violence and vandalism, CEFPI offers a new workshop – **Safe and Secure Learning Environments: How to Create, Design and Maintain Them.**

1999

- The Council's History Committee begins work on history book.
- **School Building Renovation and Student Performance: One District's Experience** prepared as Dr. Lorraine Maxwell completes research study on Syracuse NY, school documenting the relationship between educational facilities and reading and math scores.

H. EDWARD LILLEY
CEFPI PRESIDENT — 1995

Ed Lilley worked in the building trades during his early years and during college. He has taught Elementary, Middle and High School, in Texas and Alaska. He was a Principal and Superintendent in Alaska then, for 20 years he served as a Professor at West Virginia University. One of his major roles there was teaching courses in Educational Facilities to Principals and Superintendents. Upon retirement, he returned to Alaska and to his primary interest, facility planning.

As Director of Educational Planning for the Architectural and Engineering firm of USKH, Inc. in Anchorage, his responsibilities include: directing facility appraisals, developing educational specifications, writing school facility grant applications and capital improvement programs, conducting long-term planning, and developing design criteria manuals for school districts.

ED LILLEY WRITES:

The Chairman of the Department of Educational Administration, for many years, was Dr. Harold Hawkins (1992). He also served as the Chair of my Doctoral Committee. He allowed me to select Architecture as one of my doctoral minor fields. He was the only member of the Department who understood the relationship between Architecture and School Administration. I already knew that the second greatest expense for a school district, after personnel costs, was for providing appropriate school facilities. It was through his instruction and modeling that I became involved in facility planning and with CEFPI. During my tenure at West Virginia University I tried to pass along his understanding and enthusiasm of the need for improved school facilities to my students. I have used CEFPI conferences, publications and personnel as the major source of new information related to new trends in school facility planning since my first introduction to the organization and my first International Conference in Chicago in 1978.

Partially due to my first introduction to CEFPI occurring at an International Conference, plus my own philosophy and the fact that my location in West Virginia was some distance from the center of any local region, almost all my relationship with the organization remained at the International level. I attended that conference every year, served on many of the International committees, chaired several and was nominated for the At-Large board position that came open during 1990. During my three-year term on the International Board and the ensuing years as President, etc. I maintained contacts and represented the organization from an International perspective rather than representing a single region.

During those years, through the dedication of a very active, regional based, Membership Committee, CEFPI was growing rapidly. The Board developed the first long-term plan and "Strategic Plan" became the buzzword for the organization. Whoever used that term the most times in a speech became the hero of the day. The various committees related to Advocacy, Training and Research were dominant on the scene. There were even those who felt that the annual conferences had to be patterned only on those three tenants of the strategic plan.

There was much discussion and effort expended during 1995 related to the desire of the executive director to change the name of the organization. Regional sessions were held, committees were charged with discovering the desires of the membership and surveys were conducted. No clearly improved new name came forward. Ultimately, it was determined that changing the name was just another sidetrack for which the membership did not express a need and the board did not support.

As with many other Presidents that proceeded my term, I had a goal to improve the International concept of the organization. While it consisted of mainly US and Canadian members with about three to four members and participants from Israel, Korea and Japan, it was no truly international organization. Internationalism was far back on the back burner during the Strategic Plan years, and I failed to bring it forward.

The International Conference in Dallas in 1995 again proved to be the "largest one ever" at the time, with registration far above 900 persons. The keynote speaker was the West Virginia Governor, Gaston Caperton, who had made aggressive moves to improve the impoverished school facilities in that state. He shared his motives, processes and methods to a very attentive audience. Since that time, several states have adopted similar efforts.

There were, however, some tense moments during the opening session when the plane bringing Governor Caperton back from another international conference in Brazil was held up by weather and arrived late. Luckily, no one was disappointed, due to the tremendous abilities of our inspirational speaker, Connie Podesta, who stepped forward and provided great insights during the interim. A good time was had by all (except perhaps maybe me!)

Following the year as President, I moved into the normal starting spot for CEFPI members, by becoming involved at the Chapter and Regional Level. I have arranged several Architectural Exhibits for the Alaska Chapter and for the Pacific Northwest Regional conferences, and served as Membership Chairman for the Alaska Chapter for several years.

Ed Lilley 1995

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RONALD McKNIGHT, OAA, REFP
CEFPI PRESIDENT — 1996

Ron McKnight, a member since 1982, served on the Board of Directors of CEFPI 1991-1997 and as President of the Council in 1996.

Mr. McKnight is a graduate of the Ontario secondary school system and the Colleges of Applied Arts and Technology. His early career was spent in a large Toronto architectural firm for 17 years. The York Region Board of Education employed him for 26 years, first as the Manager of Plant and later as the Superintendent of Plant and Planning for the last 10 years. In 1995 he formed his own company, McKnight Associates. In addition to working in Ontario, he acts as an associate of DeJong & Associates and spends a good deal of his time working in the United States in a variety of projects.

He was awarded an honorary membership in the Ontario Association of Architects in 1997 and also serves as The Lieutenant Governor of Ontario's Appointee to the OAA Council. During his career he has served on a number of committees and task forces for the Province of Ontario, OAEAO, the Presbyterian Church and a number of other community organizations. Ron is the recipient of numerous awards including CEFPI, OASBO and AATO.

Ron and his wife Eileen have been married for 41 years and have 3 children and 5 grandchildren. They regularly attend the International conferences and look forward to seeing their many friends each year.

RON MCKNIGHT WRITES:

In the 1960's CEFPI was relatively unknown in my home province of Ontario. As a matter of fact, if it were not for people like Bill Whitnall and Bill Keith, I daresay CEFPI would have been just about non-existent.

Bill Whitnall was employed by the Scarborough Board of Education, which was a large school board in the Borough of Scarborough on the East Side of Toronto. (Note: In 1998 Scarborough was amalgamated with the City of Toronto.)

Bill Keith who was the Manager of Plant for the Waterloo Board of Education was instrumental in organizing that board when it was formed in 1969 as the result of the amalgamation of a number of small rural school boards. History has a way of repeating itself!

Unfortunately, both of these wonderful gentlemen are no longer with us, but CEFPI has never had two better advocates who worked tirelessly on behalf of the association. They organized and attended workshops and conferences, provided personal contact with their fellows and disseminated CEFPI publications throughout the province. Bill Whitnall was for many years the secretary/treasurer for the Great Lakes Region, and later, the Great Lakes - Midwest Region.

I first became aware of the Council as a result of meeting Bill Keith at a workshop organized by the Ontario Association of School Business Officials (OASBO). Bill of course told me of the merits of the Council and especially, the quality of the many publications, and soon he began to send me photocopies in the mail. No faxes or e-mail in the early seventies! I was a hard sell, because many of us in Ontario felt that we couldn't learn a great deal about school design, construction and operation in the province from a US organization. Really, we were being parochial and insular about it. What's ironic about it was that most of us belonged to OASBO, which of course was also based in the United States. In retrospect, the difference was the existence of what amounted to the Ontario chapter of ASBO.

Bill Keith prevailed on me to join CEFPI every time we met or talked on the telephone. My reason for not joining at that time was that I was already involved with a number of other organizations, serving on the boards of two of them and I just didn't feel there was time for another. Bill retired soon after I became a member, so we didn't get a chance to work together within CEFPI. That was a disappointment, and as we know, he died too soon leaving a void that is still felt. We all remember his enthusiasm, his infectious laugh and his delightful smile. Thanks to people like Bill Whitnall and Bill Keith the Council was able to maintain interest and membership in Ontario and grow in the succeeding years.

During the next few years of the late seventies and early eighties I enjoyed my membership quietly and easily. I learned through reading the journal and articles, more about the business of planning, construction and operation schools. I met some really wonderful people at the workshops and conferences. What a good time these visitors from all over North America seemed to have when they got together! Often as much was learned in the "casual" sessions as was during the formal ones. Most importantly they all seemed to like each other and look forward to each new event.

My school board was growing rapidly with approximately 2,000 additional students entering the system each year. We were very busy because as the system grew we required additional funding, staffing and supplies to operate the schools. Growth dominated our thinking and while that was happening our school-building inventory was getting older with increasing needs for major maintenance.

The needs became more apparent as a result of unforeseen breakdowns and we began to pay attention to the issue of "Building Renewal". There is no doubt that many of us in school boards all over North America were the beneficiaries of the leadership and direction provided through CEFPI and its' contributors. The many articles, workshops and examples of proven methodologies for the identification, evaluation and cost estimating techniques for establishing effective renewal programs sponsored by the Council were invaluable. The knowledge that we acquired allowed us to put into place the necessary programs to ensure that students would have good places in which to learn for the future and avoid short term closing of facilities due to a lack of planning. In particular the Guide for SCHOOL FACILITY APPRAISAL, developed by Harold Hawkins and Edward Lilley and published by CEFPI became the definitive document for those practitioners looking for someplace to start.

Other publications such as planning educational facilities, developing energy management programs and everything from site

design to community use of schools continued to appear in my mail and I always looked forward to receiving the next one with anticipation. It was a form of professional development that proved to be invaluable for me.

In 1987, a number of us in Ontario began to meet and discuss the idea of offering to host the International Annual Conference in Toronto in 1990. Toronto had been the host city in 1983 and I remember it as an exciting time although I personally had very little to do with it but did attend some workshops. As part of that group I enjoyed doing the early planning, but I had no idea that as a result I would end up on the International Board and eventually become President. I remember that at one of our meetings with Tony Wall he suggested it would be helpful if we had a representative on the Board and recommended that we propose somebody for Ontario. All of us on the committee did the usual disclaiming and when it narrowed down to Jack Murray and myself, he shrewdly lobbied the other members of our group to select me. I was outmaneuvered because I was attempting to do the same thing to him, but he did it better. My name was forwarded to the Board and later that year I was appointed as the member-at-large representing the Great Lakes-Midwest Region.

I can still remember attending my first meeting of the Board. I of course was curious and somewhat nervous about being there and wondered how I would be received. The Board members were all kind and gracious to me, and so began one of the most exciting and gratifying periods of my professional career and personal life. It is difficult for me to adequately express my admiration for the members of the board and our HQ staff. I wish that space would let me comment on them individually because they deserve it.

Lee Brockway, Bill DeJong, Harold Hawkins and Spencer Graves, in particular, became special friends and mentors and ultimately responsible for me taking the next step. It also was my opportunity to meet and become friends with Nancy Myers who became our first female president in the year 2000. Vern Burk provided a great deal of leadership in a quiet, statesmanlike manner.

I remember how each meeting had a full agenda and we were hard pressed to complete all of the work. There were many issues to resolve and some of which were complex and difficult to deal with. We had some heated discussions on many occasions, but the skill of our presidents and the goodwill of the board members always saw us through them.

This was a time when as an organization we began to have doubts about our relevancy, our effectiveness and our future. Membership was lagging, finances were a concern and we seemed to be just drifting along. In 1993 when Spencer Graves was president he convinced the Board that we needed to study these issues as an urgent priority. Under the leadership of Bill DeJong, we took two days in San Antonio to develop a strategic plan that we believed would give us the necessary direction and stimulus to move the Council forward and ensure our future.

Strategy 2000, as the strategic plan became known, dramatically changed our attitude as an organization. We now had a sense of direction, a clear set of goals and objectives and a plan to accomplish them. It was a huge challenge for not only the Board, but for our

membership. We have achieved many of the goals with a dramatic increase in membership, finances and member services. There is no doubt in my mind our success to date has been a result of the contributions of the almost one hundred members who are involved at any given time, together with the cooperation and leadership of the regions and chapters. It has been a great demonstration of what can be accomplished when we all work together.

Lee, Harold and Spencer convinced me that I could be a candidate for president-elect and in 1994 I was nominated and lost the election. I was disappointed but with more encouragement from my friends, I tried again the next year and was successful. It was a great honor for me, as a Canadian, to be elected president-elect. I quickly found that there was an increased workload with more travel and time involved. Being president really puts you to the test of all your skills, but it is also one of the most exciting and satisfying undertakings you can experience.

During my term of office, it was my intention, among other things, to continue with the implementation of Strategy 2000, to improve our relationships with other related organizations, to see the formation of a chapter in Ontario and to conduct a review of the bylaws. It was my good fortune to see many of them accomplished.

One issue I had not planned on dealing with was the resignation of Tony Wall Executive Director. Tony had brought our association a long way and I was expecting to have his support and guidance in fulfilling the duties of my office. Tony's sense of timing proved to be right on and in retrospect it was time for us to make a change. The process of searching for a replacement turned out to be most interesting and once again we were indebted for the involvement and input from the regions. During that period when we were without an executive-director we were fortunate to have Bob Hedley (with the assistance of Deb Moore) undertake the role on an interim basis. Not only did he keep the organization running, he also undertook some needed reforms in the way the office was organized and improved on many of the procedures. All of us, and especially me, owe a great deal of gratitude to Bob for his efforts during that period.

Being on the board and serving as president has left me with a sense of accomplishment, some wonderful friends and experiences that I will always be grateful for.

I believe that CEFPI continues to be the best association for anyone who is interested in school facility planning to belong to and is by far the most effective vehicle of as our mission statement says "promote the development of educational facilities that provide the best possible learning environment".

In the future I can envision CEFPI becoming truly international with regions and chapters in many countries in Europe, Central America, the Middle East and Far East. I fully expect to see a region or chapter formed in England and Australia within the next two or three years. What a great goal that would be for us to achieve! For myself, I enjoy my continued association in CEFPI, the contact with my friends in the Council and I can't wait to see where we go from here.

Ron McKnight, 1996

ROBERT L. HEDLEY
CEFPI INTERIM EXECUTIVE DIRECTOR, 1996–97

In June of 1996 Tony Wall resigned as Executive Director of CEFPI after nine years of outstanding service to the Council. Membership grew from 1,015 members in June of 1987 to 1,454 members in June of 1996.

BOB HEDLEY WRITES:

At the International Board Meeting of June 7-8, 1996 in Scottsdale, Arizona I was offered the position of Interim Executive Director for the Council for one year, or until such a time that a new Executive Director could be appointed. I accepted the position by phone from my home in Denver. My contract was approved by President, Ron McKnight in a meeting in Scottsdale and I assumed position on July 1, 1996.

During my time as Executive Director I commuted from my home in Denver every other week until January 1997, when I spent the remaining months of my contract in Arizona where I have a winter residence. During this interim period Debbie Moore of the headquarters staff assumed expanded responsibilities to help in this transitional period which was a God send to me.

One of our top priorities during this interim period was to study the financial situation of the Council and make adjustments where needed. A meeting with President Ron McKnight was held in Scottsdale to help make budget adjustments which were subsequently approved by the board. Other main activities carried out during this interim period included:

- staffing adjustments
- change from Columbus-based accounting firm to a Phoenix-based firm
- accounting system changed from accrual to cash basis
- visitations made to Tampa, Baltimore, Vancouver and Orlando to plan for future International Conferences
- initiated interest with the Zeiders Corp. to provide services in conjuction with the National Clearinghouse for Educational Facilities
- developed staff policies and procedures handbook
- initiated a study for the purchase of headquarters office condo.

It was a year in transition, and one of my most important responsibilities was keeping the membership informed. The following report was presented to the membership at the International Conference held in Tampa.

A YEAR IN TRANSITION...

A REPORT FROM BOB HEDLEY, INTERIM EXECUTIVE DIRECTOR

Thanks to all CEFPI members for their support during my time as Interim Executive Director. This past year has been a year of transition for the Council. We have faced the challenges of operating on a tight budget with a reduced staff - but with the *Strategic Plan* as our guide, we have continued to move the organization forward and rise to even higher standards of excellence.

MEMBERSHIP 2000 by 2000

- Membership has continued to grow, surpassing the 1997 goals set in our *Strategic Plan.*
- A Membership ID card has been developed and will be issued to all members.
- New processes and procedures are being put into place to provide better and quicker service to our members.

SCHOOL BUILDING DAY

- Statewide observances took place in Arizona, California and Oklahoma.
- Proclamations were issued by several cities across the country.
- Media coverage included magazine articles and public service announcements.

MEMBER COMMUNICATIONS

- A rotation was developed for the Newsletter, Journal and Issuetrak that will provide members with monthly communications from CEFPI.
- A 1997 edition of the Membership Directory will be sent to all members in June.

MacCONNELL AWARDS

- A record number of MacConnell Award entries were received for consideration.
- A June workshop will be presented in Buffalo featuring the Stanley M. Makowski Early Childhood Center, the 1996 recipient of the Mac Award.

AFFILIATE RELATIONS

- New relationship were forged with NSBA and NEA through a joint session at our Technology Conference.
- NASSP joined CEFPI and Arizona State University as a sponsor of the Academy.

ANNUAL CONFERENCE

- Tampa was a record breaking event with more attendees, more architectural exhibits and a sold-out trade show.

REGIONAL CONFERENCE ASSISTANCE

- A personalized banner was sent to each region as an addition to the traditional 'care package.

TECHNOLOGY WORKSHOP

- This year's expanded program included six exhibiting companies. Reviews by the attendees were so positive, and demand for information on technology so great that an east coast version has been planned for June in Atlanta.

ACADEMY

- Through the joint efforts of CEFPI, ASU and NASSP, this year's Academy focused on 'Breaking Ranks'- a report by NASSP and the Carnegie Foundation on changes needed in American education. Participation by the Navajo Fellows added a new dimension to the experience.

REFP

- The REFP program was redefined making it simpler for regions and chapters to provide their members with expanded credit opportunities.

RESEARCH

- Funds for research have been contributed by the Saskatchewan Chapter, the Southern, Midwest/Great Lakes and Southwestern Regions and CEFPI's Development Fund. These funds will enable CEFPI to move forward with the *Where Children Learn* project.
- Other research efforts include CEFPI's support of the *Lessons Learned* research document being prepared by the Washington State Chapter.

CEFPI ON-LINE

- CEFPI's Web Pages have been improved and expanded. Additions to the site include a pages for regional news and more Journal abstracts.
- International interest in CEFPI has been generated by our Web presence.

PUBLICATIONS

- The *Guide for School Facility Appraisal* is currently being revised and will be released fourth quarter '97.
- The 1997 *Consultants Directory* will be our largest edition yet.

In addition to the progress that we have made in the areas of member service, new documents have been developed to streamline office processes and procedures. Bylaws and Board Policy are being updated, the Procedural Guidelines are being reviewed and an Employee Manual has been developed. CEFPI has also positioned itself to be a major player in the US Government RFP for an Educational Facility Clearinghouse.

We have done a lot to be proud of this past year and it has been my pleasure serving you. It was an interesting experience!

Bob Hedley, Interim Executive Director 1996-97

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ROBERT V. BULLIS
CEFPI PRESIDENT — 1997

Robert Bullis was born and reared on a dairy farm in the small town of Linesville that is located in western Pennsylvania. Born during the Great Depression, his family helped to mold his character, values and religious principles. Mr. Bullis was born the middle child of seven children, which taught him sharing and caring.

Mr. Bullis earned his B. S. Degree in Business from Wright State University and his Masters plus 30 from Bowling Green State University. Mr. Bullis attended the university at night while working a full time day job that reflected his determination to succeed.

Mr. Bullis was employed for 30 years in Ohio where he worked for 7 school districts: Demming, Andover, Jefferson, Chardon, Dayton, Toledo and Akron where he served as Business Manager or Assistant Superintendent for Business and Financial Services. He retired from Akron Public Schools in 1986.

While serving in Ohio Mr. Bullis was actively involved in the Ohio Association of School Business Officials serving on the Board for eight years. He was very involved in the hiring of their first Executive Secretary and their first Executive Director and the phenomenal growth that followed. One of his goals was the establishment of a permanent building fund that was very successful.

In 1986 he completed a promise to his lovely wife, Dorothy by moving to her home state of Texas. He worked for 2 years for the Killeen Independent School District as Assistant Superintendent for Business and Finance. Killeen ISD is the home for Fort Hood, the largest Army base in the world. Mr. Bullis was responsible for the school district's first bond issue for school facilities. He was also successful in securing federal monies to construct three new school facilities.

The Bullis' moved to Dorothy's hometown of Houston, Texas in 1988. Mr. Bullis was offered two jobs on the same day and was approved by both boards on the same night. He chose to work for the fast growing suburban district of Alief, Texas as Assistant Superintendent for Planning and Facilities where he completed eighteen new school facilities in seven years plus numerous capital improvement projects.

Mr. Bullis retired the second time in 1995 from public school employment completing 39 very successful years. He had excess energy to use and wanted to help small and medium sized school districts with their school facilities. He and his wife started a new company named "School Planning and Construction Evaluation Incorporated" or "SPACE, Inc." by providing expertise in

meeting their facility needs. In many cases he provided expert advice free of cost.

Bob met his lovely wife, Dorothy in a chance encounter in Honolulu, Hawaii in 1974 following the Don Ho stage show. They married in 1975 and have one son, who is following both of his parents in the college of Business Administration. Bob and Dorothy continue to live in the Houston, Texas area where they work together in helping school districts with their school facilities and long range planning needs.

BOB BULLIS WRITES:

I was introduced to CEFPI in 1987 by Ben Graves in Austin, Texas. Ben was a long time member of CEFPI. I was not satisfied with the programs conducted by the Association of School Business Officials concerning school facilities. I joined CEFPI and attended my first Regional Conference in 1989 in New Orleans at the home of Steven Bingler. There was a total of 17 in attendance. This was the meeting where I met Milt and Bev Miller and Harold and Barbara Hawkins. Milt and Harold have been my mentors and have guided me in many of my decisions. They are truly my good friends and have served CEFPI very well.

One of the things that I picked up on quickly was that most Texas School Districts did not know who or what CEFPI was. During the next 10 years I worked hard in advertising the benefits of CEFPI. I sent a personal letter to every school district in Texas, Oklahoma, Louisiana and Arkansas.

Milt Miller, President of the Southern Region in 1990 - 91 presented an excellent program in Dallas with 90 regional participants in attendance. I presented an expanded Southern Region Spring conference in Houston in 1991/92 with 159 regional participants in attendance. With Milt and Harold's guidance the Southern Region's Spring Conferences were attended as follows:

Years	Attendees	Location	Membership	President
1989 - 90	17	New Orleans	43	Steven Bingler
1990 - 91	90	Dallas	57	Milt Miller
1991 - 92	159	Houston	84	Bob Bullis
1992 - 93	131	San Antonio	124	Arnold Oates
1993 - 94	171	Houston	130	Frank Barzilla
1994 - 95	160	Austin	211	Jim Brady
1995 - 96	248	Houston	226	Dan Boggio
1996 - 97	319	Dallas	335	Dan Boggio
1997 - 98	205	Houston	336	Robert Sands
1998 - 99	220	Dallas	330	David Schuelke
1999 - 2000	203	Dallas	354	Lee Burch

I have served on the International Board for six years. First as the Southern Region's Director and then as President Elect in 1995/1996, President in 1996/1997 and Past President in 1997/1998. We had many excellent times along with some difficult times. Communications

between the International Headquarters, Board of Directors and Regions were in need of improvement. Many of the new Board members were unsuccessful in obtaining a copy of the Constitution and By Laws which added to the ongoing tensions.

Goals Set Out in September 1996 by President Elect Bullis

1. Hire the best Executive Director to guide CEFPI into the 21st century.
   - Completed with the employment of Mr. Tom Kube.
2. Complete a Personnel Compensation Study.
   - Completed by the DeFrain Company.
3. Institution of Quarterly Board of Directors' Meetings.
   - Completed by the Board with meetings held in Tampa October 4th - 9th in Dallas January 11th and in Phoenix June 8th.
4. Increase communications between the Central Office and the Board of Directors.
   - Completed by conference telephone calls held as follows: December 13th, February 14th, April 18th and August 15th.
5. Increase communication between the Central Office, Executive Committee and Regional Presidents.
   - Completed by conference telephone calls as follows: November 15th, January 17th, March 14th, May 16th and July 18th.
6. Update the Strategic Plan.
   - Completed by the Board on June 5th and 6th.
7. Update Bylaws, Policies and Procedures.
   - Completed by Ad Hoc Committee.
8. Update Membership Services.
   - Completed by Ad Hoc Committee.
9. Update the REFP Regulations.
   - Completed by Dr. Rookey's Committee.
10. Increase focus on the "Where Children Learn" project.
    - In process by Dr. Glen Earthman of Virginia Tech.
11. Increase Chapter Development.
    - In process by Regions.
12. Establish a positive fund balance.
    - Completed by offering a second Technology Workshop that was held in Atlanta, Georgia in June.
13. Expand relationships with other Educational Organizations.
    - In process with Central Office attendance at the Annual Conferences of AASA, NSBA, ASCD and ASBO.

14. Establish an Ad Hoc Committee with a representative from each region to update the past 20 years of CEFPI history.
    - In process with Chairman Milt Miller.

15. Establish a Permanent Facilities Fund for the purchase of a new Headquarters Facility.
    - Completed with the purchase of the new Headquarters Facilities located at 9180 E. Desert Cove Drive, Scottsdale, Arizona.

All fifteen goals I set out in 1996 were accomplished. Two goals that stand out were the employment of Mr. Tom Kube as the new Executive Director and the purchase of the new headquarters facility in Scottsdale. One of the areas that helped to improve the overall communications was the assignment of a member from each Region to each standing and Ad Hoc Committee.

I have received the following CEFPI Awards from the Southern Region and International

CEFPI Southern Region Awards Received

President	1992 - 1993
Service Citation	1993
Planner of the Year	1994
Service Citation	1994
Distinguished Service Award	1995
Service Citation	1996
Cornerstone	1997

CEFPI International Awards Received

Distinguished Service Award	1992
Certificate of Appreciation	1995
Service Citation	1995
Recognized Educational Facility Professional	1995
Service Citation	1997
Distinguished Service Award	1997
President	1997
Service Citation	1998

Membership in CEFPI is very pertinent to any individual who has anything to do with school facilities. It would have been advantageous for me and the school districts that I served if I had known about CEFPI early on in my professional career. The Southern Region has been a real success story in getting the word out and meeting the needs of it's members. Three things stand out in this success story and they are: the willingness to serve, the institution of committees, and providing hands on experiences.

Bob Bullis, 1997

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THOMAS A. KUBE
CEFPI EXECUTIVE DIRECTOR, 1997—

Reflections from the most recent Executive Director.

As we close out the 20th century, the beginning of the next century marks the 80th year of the Council. CEFPI has made a number of significant contributions to education, the most notable being raising the awareness of the need for effective planning in the preparation activities necessary to build new, or renovate existing, schools. As a result, for the first time (in the year 2000) Congress considered funds in the FY 2000 Education Budget for planning. Unfortunately, these dollars were not approved. But, you made the point known on the effectiveness of planning.

I predict that in future years, there will be an ongoing federal budget for educational facility planning. CEFPI will lead the debate on ensuring that these moneys benefit the broadest range of students, school districts and their facilities.

In the latter part of this millennium, CEFPI has grown to nearly 2,200 members. Key officials at the state, provincial, and federal levels have been made more aware of the Council and the expertise that you have to offer the education community. With an estimated 3,500 new schools needed to serve the more than 47 million K-12 age students and address the growth of the "Baby Boom Echo", CEFPI will provide a critical component to ensure that the schools we create are of a lasting, yet flexible, design that will facilitate and adapt to how students learn. However, much work is still needed to continue the education and advocacy on behalf of the utility of educational facility planning.

Research has shown that the better the school building, the more effective the student learning that takes place there. Under the *Where Children Learn* ™, this year, the Council released a study from the Milwaukee Public School District which indicated a significant relationship between the school buildings and the outcomes measured by the Wisconsin Standardized Tests. Last year we released a study on the impact of school building renovation on student achievement in the Syracuse, New York schools. The data is clear that school facilities do have a direct impact on learning. These are just a few of the successes that the Council is engaged in to add to the body of knowledge on how well planned and constructed buildings bring out the best in our children's ability to learn.

School Building Day was conceptualized several years ago as a vehicle to package the information about good school buildings, and disseminate it through celebrations at the local level in schools where these best practices have been put in place or are needed to improve the learning environments. Today, *School Building Day,* still the Council's primary advocacy vehicle, remains in its infancy. The Council has employed significant time and talent and has grown the awareness of *School Building Day* to where the White House, the U.S. Department of Education, the U.S. Department of Energy and other policy setting entities – both public and private – are using this event to raise awareness of schools. In 2000 the Council engaged in a major event in Chicago where Education Secretary Riley recognized CEFPI for its work in this area. I predict that in the future *School Building Day* will be embraced by other leading education organizations that wish to address the effectiveness of school facilities.

This year the leadership of the Council came together to develop its new strategic plan for the future. CEFPI is using more data and less intuition to manage the Council and make strategic decisions. In 2000, the Council conducted its first scientific survey of the membership where one-half of you responded. We learned why you joined, why you remain, and what you want to make your membership as meaningful as possible. The Board will use this information to make more informed decisions that will make the Council an effective participant in the education community.

In my short time with the Council I have had the opportunity to participate in numerous activities sponsored by its Chapters and Regions. I have been to Saskatchewan in the Winter and Arizona in the Summer to work with members on a variety of issues focused on effective school buildings. In 1999, we successfully mounted a capital campaign and raised funds and in-kind contributions for the new Council Headquarters office. For the first time, the Council has its own permanent home. As we engaged in these activities we learned just how important CEFPI is to its members and the sense of community that this organization gives to its members.

In addition to reflecting on my tenure here at the Council, I also take this opportunity to share some concerns that will no doubt challenge the Council in years to come. CEFPI must improve its diversity. We learned from the membership that 98% of the Council is male, predominately white, and age 50 or older. We need to improve the representation of all ages, races and genders to the make CEFPI more representative of today's education community. We must tap the expertise and knowledge that such diversity holds and bring this strength to the Council. Fortunately, the board recognizes this deficiency and has a strategic goal to grow its diversity. I predict that this change will occur, but it will take work and effort to actively and constructively offer all organization that will draw such individuals to the Council.

The Council must remain true to its Strategic Plan throughout the organization – at Chapters, Regions and International. The plan that was developed in June 2000 by representatives from throughout the

membership, including the United States, Canada, and Australia, must be embraced by all of the leadership on behalf of the membership. This is our roadmap for the future of CEFPI. It must transcend changes in Board membership and be an apolitical vehicle for improving the learning environment for all learners. And, moreover, the Council must take active steps to grow and encourage new leaders to emerge from within the organization. We have a broad and widely accomplished pool of potential leaders. We must add to this pool and improve its diversity, while at the same time picking our best and brightest to bring us into the future.

An executive director is only as effective as the leadership with which s/he works. I have been fortunate to have had a variety of presidents to help affect the growth of programs and initiatives that you have witnessed over the past three years. My special thanks to Ron McKnight, Bob Bullis, Ernie Rookey, Bill Maclay, and Nancy Myers who have made both my transition to, and work with, the Council rewarding and invigorating.

The year 2000 marks the conclusion of my 22nd year in association management. The secret to a successful career in the association environment is to have a loving wife and a good work environment; and we have this in our Scottsdale office; have good Board members who care about the organization and its effectiveness; and to have good, society conscious issues with which to deal. The Council offers this and more. And, when one feels good about the work that they do s/he cannot help but do that work as best they can.

I predict that CEFPI will continue to offer to its members, leadership, employees and society at large an organization that constructively works toward well planned, designed and constructed schools.

Thomas A. Kube

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ERNEST ROOKEY
CEFPI PRESIDENT — 1998

Ernest Rookey has been an elementary school teacher, a high school teacher, a high school principal, an assistant superintendent of schools and a director of facility planning for a city school district. He also directed a department in a state education agency and, after retiring from public education, formed and ran successfully his own company. The company provided administrative and planning services for school districts, government agencies and public utilities. It also developed and completed construction projects for several school district.

He served as president of the NE Region, (1990-91), International Board Member (1993-96), President Elect (1997) and International President (1998).

ERNIE ROOKEY WRITES:

I became acquainted with the Council after I was suddenly thrust into the position of facility planner for a city school district. I had been the principal of a high school and had been deeply involved in the planning for the renovation of that school when the former Director of Facility Planning was removed due to sudden health problems. I directed the school's addition and renovation and was rewarded with the Directors position and told to develop a long term phased renovation of the District's 32 facilities. The plan was approved and I was directed to carry it out. I was very inexperienced and was grateful for the information gained through the Council and its activities.

I first attended the National Conference at Baltimore, Maryland (1979). For me, it was an instant love, I saw that this organization offered me the information I needed to carry out the duties of my new position. I became active in the regional organization and have never regretted the hours I've spent both at regional and international activities.

Becoming President-Elect in 1996, I was installed as International President of the Council in September, 1997 in Phoenix, Arizona. The Council faced several challenges during the 1997-98 year. Members in several regions had voiced their fear that the International office was centering all the activities of the Council in Arizona and that many members in the Regions would not be able to participate because of the cost and distance. The lease for the Headquarters would be up in late 1998, and the number of personnel and their activities had totally outgrown the present facility. The membership goal for the Council was 2,000 members by the year 2000 but the 1997 membership was only 1745. Finally, the membership had enthusiastically endorsed the Council's involvement in Research, but the results of this involvement were very slow in coming forth.

During the year the Board made a definite effort to bring the Council's activities to the Regions. The RFP programs were encouraged in every region. They continued to be a success and have continued to grow. The Technology Conference was given in Atlanta, Georgia, as well as in Phoenix, Arizona. Two MacConnell Workshops were offered, one in Discovery Middle School in Vancouver, Washington and one in Conifer High School, Conifer, Colorado. The Academy was successfully run in Shippensburg, Pennsylvania.

The Board made the decision to purchase a facility for a Headquarters rather than to enter into another lease. This would be the first Council owned facility in our history and it was with some trepidation that we took this step. We formed a committee to find a suitable facility for sale and another to raise the funds to pay for it. We were successful in both efforts. A site with an office building being constructed was identified and a purchase agreement was signed. The fact that outer walls were just being constructed gave us the opportunity to design the area we were purchasing to our specifications. The membership agreed with our decisions and donations for the down payment were made by individuals, companies, and regions. At the International Conference a sign-up table brought in the final amount necessary for the down payment.

The desire to bring the fruits of research to the members of the Council proved to be much more difficult to satisfy. Meaningful research takes a good deal of time to collect, study, and to develop coherent, logical results. The NE Region had underwritten and completed such a study of the relationship of renovation of elementary school on students academic achievements, but lacked the funds to write them up and publish them. The Council agreed to fund this last step. The Milwaukee Public Schools agreed to share their pupil data prior to and during renovations. The Council agreed to work with Milwaukee on analyzing these data. This is now going on and will bring further information to the Council.

Finally, it was announced at the Vancouver meeting that the Council had met its membership goal of 2000 in September of 1998, fifteen months early.

Ernie Rookey, 1998

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WILLIAM R. MACLAY, ED.D., REFP
CEFPI PRESIDENT – 1999

Dr. Maclay has more than forty years of teaching, administrative and educational facilities planning experience. A Pennsylvanian by birth but a Coloradon by choice, Dr. Maclay arrived on the scene in Colorado in 1954, fresh out of a two-year stint in the U.S. Army, eighteen months of it served in the West Germany. He accepted a teaching position in Lamar, a farming/ranching community in the southeastern part of the state. After experiencing many dust storms in the infamous days of the mid-50's, he wondered "Why?" However, the call of Colorado and the southwest prevailed, and Bill made his home in this adopted state. In 1961 he married Leigh Flora of Lamar and the two have raised two sons.

Dr. Maclay holds a Bachelor's degree (1952), a Master's degree (1963) from Shippensburg University in Pennsylvania, and a doctorate in educational administration conferred by the University of Colorado, Boulder, in 1979. His teaching and administrative experience spans thirty-plus years in Colorado and two years with the U.S. Department of Defense overseas schools. In addition to the public school work, he taught an educational facility planning course at the graduate level at the University of Colorado Denver Campus for a number of years.

Enjoying early retirement since 1987, Bill has had the opportunity to serve as facilities planning consultant to several school facilities in Colorado, Arizona and Nevada, as well as to architectural firms in the Denver area.

CEFPI ACTIVITIES AND INVOLVEMENT:

- Member since 1979; attended first International Conference in Baltimore that year.
- Served on local arrangements committee for 1981 International Conference in Denver.
- Served as President of Southwest region in 1984-85.
- Served as chairman of local arrangements committee for 1985 Southwest Region Spring Conference in Denver.
- Served on Planning Guide update committee in 1988.
- Conducted a post-occupancy evaluation of a Jefferson County, Colorado high school, the results of which were published in The Planner in 1992.
- Served as a member of the CEFPI Board of Directors for Southwest Region from 1994 to 1997.
- Served as chairman of the Strategic Planning Committee.
- Became a REFP in 1996.
- Co-founded the Rocky Mountain Chapter in 1996.

- Served as Council President-Elect, President and Past President from 1997 to 2000.

REFLECTIONS ON MEMBERSHIP IN CEFPI:
When asked to respond to three questions posed to President-elect candidate in 1997, the answers of which were included in ballot information, I wrote: Schools are for kids. As leaders in educational facilities planning, design and construction, all of us as members of the Council have an obligation to assure that all students have the best and safest environment to learn.

In 1997, the Council's strategic plan took on a new and spirited focus; that of creating an opportunity for the Council to be goal driven rather than program driven. The three goals of the plan: advocacy, training and research remained intact. Now each goal focuses on creating an awareness, a credibility and a clearer nobility for the Council. Each goal provides an opportunity for recognizing and expanding the knowledge, training and expertise each member possesses. Each goal expands the network for furthering educational facilities related research.

To further enhance the Council's commitment to these updated goals, the Board of Directors, in action at its spring 1999 meeting in Baltimore, Maryland, unanimously endorsed a set of design principles for developing schools as centers of community. At a meeting in Washington, D.C., in the fall of 1998, professionals from various disciplines convened at the National Symposium on School Design. Hosted by the U.S. Department of Education, the group considered what constitutes good planning and design in creating the optimum educational environment.

The design principles are predicated on three conditions:
1. Learning is a lifelong process.
2. Design is always evolving
3. Resources are limited.

To meet the nation's needs it was agreed that future designs for learning environments
must:
1. Enhance teaching and learning and accommodate the needs of all learners.
2. Serve as centers of the community.
3. Result from a planning/design process involving all shareholders.
4. Provide for health, safety and security.
5. Make effective use of all available resources.
6. Allow for flexibility and adaptability to changing needs.

CEFPI has long supported the premise that the quality and design of an educational facility has a direct correlation to student success, impacting student behavior and achievement. Embracing this premise, coupled with the unanimous endorsement of the design principles, the Council continues to be the leader in its mission of promoting the development of educational facilities that provide the best possible learning environment.

Bill Maclay 1999

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TOPICS OF INTEREST 1980 — 2000

The history of the Council of Educational Facility Planners International (CEFPI) was reviewed to determine the various emphasizes and trends that occurred during the twenty year period covered by this publication. In order to identify the interests and activities of the Council it was deemed relevant to analyze the topics published in the CEFPI Journal (later renamed the Educational Facility Planner in 1989). A similar analysis was made of the Presentation topics for the International Conferences during the same twenty years.

The method of study involved examination of the titles of the articles published and the conference presentations . This cursory review was considered appropriate for the intended purposes of the study. Approximately 450 journal articles and over 900 presentations were included. Each title was counted in only one category, i.e. its single most significant area of relevance to facility planning. The number of topics from each of the two sources were combined and tabulated. For a clearer picture of trends the results were organized into five year blocks of time.

AREAS OF INTEREST FOR 1980-84

For this period the topics and numbers are given in the listing below:

Rank	Topic	Number of Occurrences
1	Design	36
1	Costs and Finance	36
2	Planning	24
3	Energy	21
4	Construction & Renovation	18

Clearly Design and Costs were of major concern at this time. Planning (granted that it is a broad category) ranks high here and will continue to receive strong attention in each of the time periods. Energy, as a result of the energy crisis, assumed strong focus. Not included above and of lesser concern were: Electronics and TV - 8; Higher Education Spaces - 7; Space Management - 6; Maintenance and Operations - 5.

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AREAS OF INTEREST FOR 1985-89

During 1985-89 journal topics and conference presentations reflected these interests:

Rank	Topic	Number of Occurrences
1	Planning	47
2	Design	42
3	Construction	24
4	Technology	13
4	Energy	13
5	Specialized Spaces	11

Planning (1) and Design (2) both clearly both showed major prominence that continued to be reflected throughout the entire years reviewed. Construction again was of considerable importance. Technology began to show strength as a topic in educational facility planning. Energy continued its strong importance but will wane in the ensuing years. Number 5 in the ranking, Specialized Spaces rose to identifiable strength for the first time. These spaces include laboratories, libraries, gymnasiums, as well as other areas. In addition to those shown above, Community Relations (10). Space Management (10) and Costs and Funding (10) were apparently on the minds of writers and presenters but to a lesser extent than the higher rankings shown.

AREAS OF INTEREST FOR 1990-94

Journal topics and conference presentations during this time period indicated an interest in these subjects:

Rank	Topic	Number of Occurrences
1	Planning	47
2	Design	40
3	Curriculum	28
4	Technology	25
5	Construction	22
5	International	22
6	Community Relations	21
6	Costs and Funding	21

Planning and Design are the two topics that are strong leaders in 1990-94. A newcomer to the list of popular themes was Curriculum. Construction continued as a strong emphasis tied with International, a growing important for an international organization. For sixth place contenders Community Relations and Costs and Funding continued in the group of leaders. In addition to the above and of lesser importance during 1990-94 were Future Directions (17) and Maintenance and Operations (15). Of these two, Future Directions, clearly a topic dealing with new trends, appears for the first time.

A-Z Issues of the Times

Accessibility
Acoustics
Arbitration
Architectural/Engineering Services
Asbestos Abatement
Audio-Visual Systems
Benchmark
Bomb Shelter
Bond Issue
Budgets
Building Codes
Bussing
Certificate of Occupancy
Certificates of Participation
Change Order
Charter Schools
Closing of Schools
Community Schools
Competitive Bidding
Computers
Condemnation
Construction Costs
Construction Documents
Construction Management
CM at Risk
Contingency
Declining Enrollments
Deferred Maintenance
Desegregation
Design/Bid/Build
Design/Build
Double Sessions
Early Occupancy
Educational Specifications
Energy Conservation
Environmental Hazards
Facilitator
Fast Track Construction
Feasibility Study
Fiber Optics
General Conditions
Guaranteed Maximum Price
Guarantees
Handicapped Services
Hazardous Materials
Hurricane Shelter
Joint Occupancy
Lease Purchase
Liens
Liquidated Damages
Lump Sum Fee
Magnet Schools
Maintenance & Operations
Master Plan
Material Data Sheet
Modular Design
One Room Schools
Open Plan Schools
Order of Taking
Partnering
Planning Charette

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AREAS OF INTEREST FOR 1995-2000

The tabulation of interest areas for this period reflects smaller numbers because at the time of the analysis, data for the full number of years were not available. Therefore, the numbers of occurrences were not consistent with the prior periods. Journal topics and presentations for this period are shown below.

Rank	Topic	Number of Occurrences
1	Planning	24
2	Design	22
3	Construction	20
4	Specialized Spaces	14
4	Learning	14
5	International	10

Planning and Design were again the two leaders during 1995-2000. Construction continued to be among the strong interest groups as it was in all time periods. Specialized Spaces was tied with Learning in the fourth place slot. This was the first time for Learning to appear in a leader grouping. In fifth place was International, a topic that has been thought by many to need greater emphasis since the Council prides itself on being an international organization.

Portables
Prime Contractor
Prototype Facility
Punch List
Radon Protection
Recognized Educational Facility Planner
Relocatables
Renovation
Request For Proposal
Retainage
Safety To Life
Schedules
School Construction Systems Design
School House Systems
Site Acquisition
Site Appraisal
Site Improvements
Solar Energy
Space Standards
Strategic Plan
Subcontractor
Technology
Unitary School System
Warranties
Year Round School

PREPARED BY: JIM SCHROEER

OVERVIEW OF TRENDS

The indication of the most signification trends during the twenty year period is summarized below:

- Planning and Design were the two topics of interest that prevailed throughout the twenty years.
- Energy prevailed as a strong interest during the 1980-84 and 1985-89 years. The energy crisis ended by the mid 80's and so the attention to energy in design and construction of educational facilities was undoubtedly absorbed into routine practice.
- Construction, which included management practices as well as techniques of building, was dominate throughout the years.
- Costs and Finance played an important role on a continuing basis.
- Technology and its influence on facility planning began to take on importance in 1985 and continued to be significant in later years.
- Learning and its relationship to Curriculum reflected growing importance toward the end of the twenty years.
- Community Relations (involvement of the community in facility planning) increased in emphasis during the period 1990-94.
- International, attention to planning in countries other than the United States and Canada, gained increased attention beginning about 1990.

PREPARED BY: HAROLD HAWKINS

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JAMES D. MACCONNELL AWARD WINNING PROJECTS

In 1990 the CEFPI Board of Directors approved the initiation of a new award in the name of Dr. James D. MacConnell. The purpose of this award is to recognize the significant contributions made to the profession of educational facility planning and to CEFPI by Dr. MacConnell. The Council intends for this award to serve as a lasting memory of "Dr. Mac" and his influence on us all.

The James D. MacConnell Award is an award which recognizes Educational Facility Planning Excellence - from determination of need for the facility, to occupancy by students. The winning projects were thorough and complete, like the Jim MacConnell we knew so well.

1991

Belle Valley Elementary School
Millcreek Township School District
Erie, Pennsylvania
Ingraham Planning Associates - Planner
Hallgren, Restifo and Loop - Architect

1991

Sante Fe Community College
Sante Fe, New Mexico
Dr. William Whitter - President
Greer / SJCF - Architect

1992

Manatee Community College, South Campus
Venice Florida
Dr. Stephen Korcheck - President
Richard G. Allen - Architect/Planner
Barton Malow - Construction Manager

1993

City School District of Hammond
Hammond, Indiana
Nancy R. Smith Co. - Planner
Planning Advocates Inc. - Planner
Fanning/Howey Associates - Architect

1993

The Peter Johansen High School
Modesto, California
Wolff/Lang/Christopher - Architect/Planner
J.L. Construction Services - Program Mgr.

1994

Heritage Oak Elementary School
Dry Creek Joint Elementary School District
Roseville, California
Glen Ovard Ph.D. - Planner
Stafford, King & Associates - Architect
City of Roseville Parks & Recreation - Partner

1995

Onate High School
Las Cruces Public Schools
Las Cruses, New Mexico
SHW Group - Architect
Nims Calvani & Associates - Architect

1995

Hollywood Elementary School
St. Mary's County Public Schools
Hollywood, Maryland
Grimm and Parker, PC, Architects - Architect

1996

Stanley M. Makowski Early Childhood Center
Buffalo Public Schools
Buffalo, New York
Passantino & Bavier - Planner
Foit-Albert Associates - Architects
Cannon - Construction Management

1996

Discovery Middle School
Vancouver Public Schools
Vancouver, Washington
LSW Architects, PC - Architect/Planner

1997

Conifer High School
Jefferson County School District
Lakewood, Colorado
The LKA Partners, Inc. - Architect/Planner
Saunders Construction - Const.Management

1998

Buckeye Valley Middle School
Buckeye Valley School District
Delaware, Ohio
Planning Advocates, Inc - Planner
Buehrer Group - Architect
Tuttle Construction - Const. Management

1999

Edmonds-Woodway High School
Edmonds School District #15
Lynnwood, Washington
Bassetti Architects - Architect/Planner

2000

WMEP Interdistrict Downtown School
Minneapolis, MN
Cuningham Group - Architect/Planner

PLANNER OF THE YEAR & PRESIDENTS' AWARD WINNERS

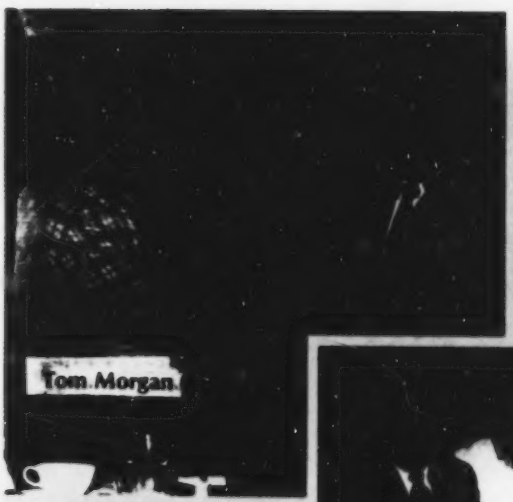
PLANNER OF THE YEAR

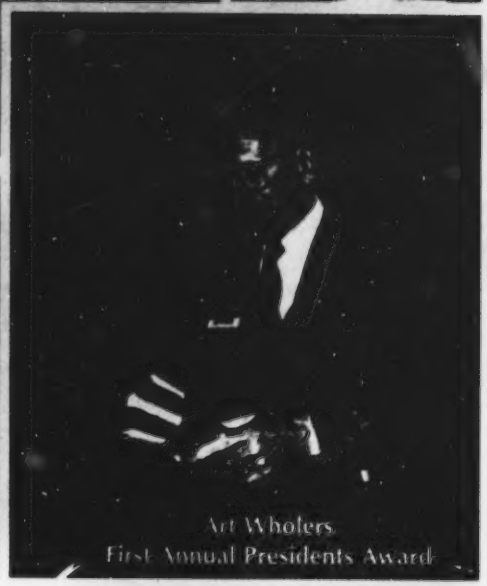
1980	Dr. Stanton Leggett
1981	Dr. William W. Chase, HAIA
1982	Dr. John Kulba
1983	C. William Brubaker, FAIA
1984	Dr. Darwin Womak
1985	Dr. William J. Griffith
1986	Clifford A. Nahser, AIA
1987	Dr. Glenn Cochran
1988	Byron Kimball
1989	Dr. Charles 'Gene' Chick
	Dr. Warren Hathaway
1990	Milton J. Miller
1991	Dr. William DeJong
1992	Vern Burk
1993	Dr. T. Darryl Spencer
1994	Dr. Glen Earthman
1995	Dr. Nancy Myers
1996	Spencer Graves
1997	Dr. Reginald Teague
1998	Dr. Clacy Williams, REFP
1999	Dr. Frank M. Locker, AIA, REFP
2000	Michael Mulheirn, REFP

PRESIDENT'S AWARD

1987	Dr. Art Wohlers
1988	Dr. Tom Morgan
1989	Dr. James MacConnell
1990	Dr. Leonard Skov
1991	Robert Hedley
1992	Dr. Glen Earthman
1993	Bill Whitnall
1994	Milton J. Miller
1995	Dr. James E. Jennings
1996	Dr. Harold Hawkins
1997	Robert Hedley
1998	Edward E. Kirkbride, NCARB, REFP
1999	Thomas D. Rushin
2000	Steven Bingler, REFP

CEFPI PHOTO GALLERY





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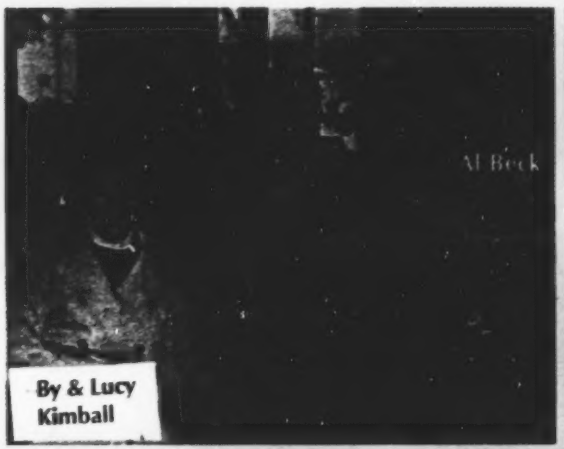
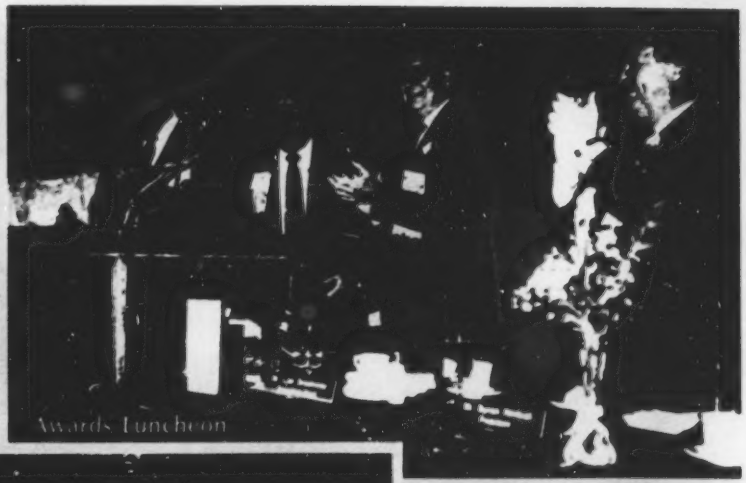
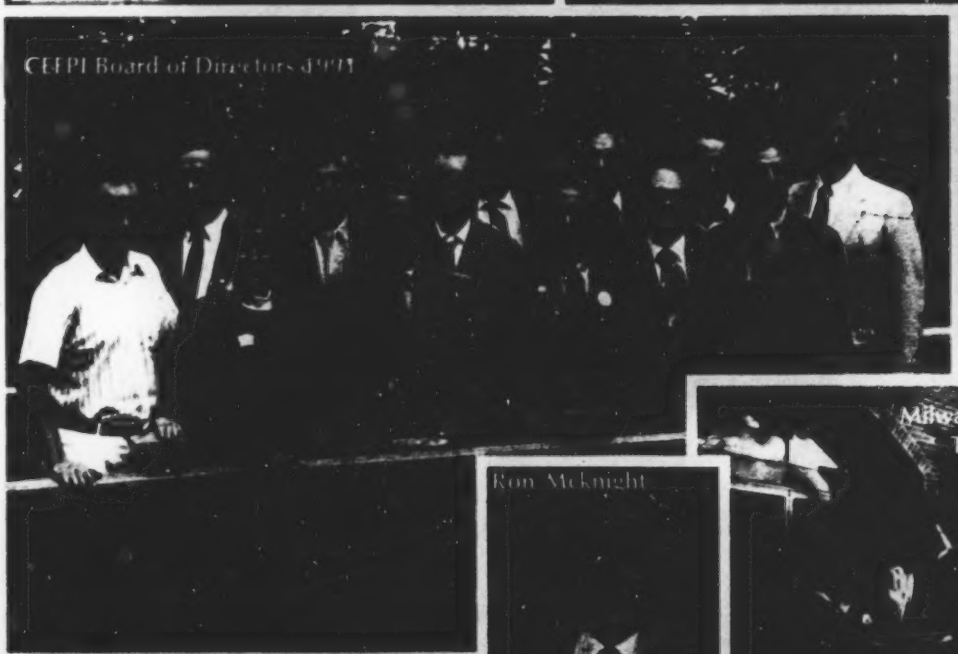


Al Beck

By & Lucy Kimball



Awards Luncheon

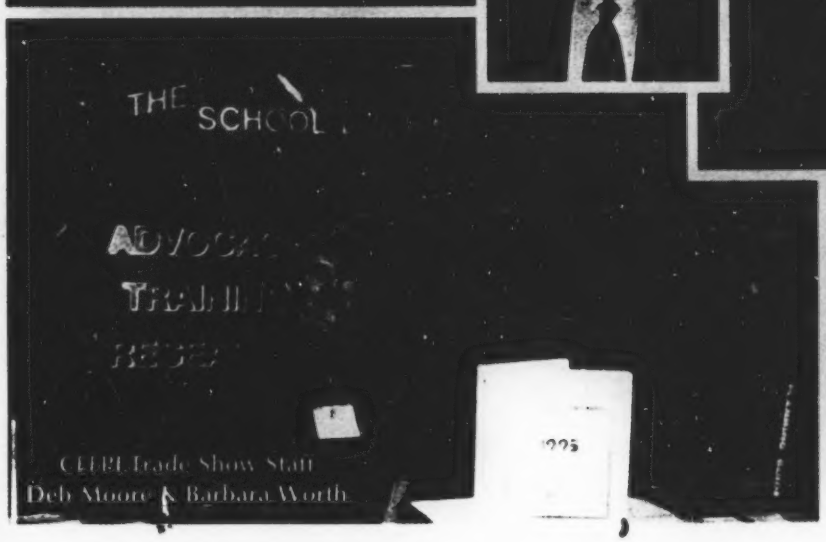


CEFPI Board of Directors d'991

President Cliff Gross

Milwaukee Conference Tailgate Party

Ron Mcknight



CEFPI Trade Show Staff
Deb Moore & Barbara Worth

Tony & Shirley Wall

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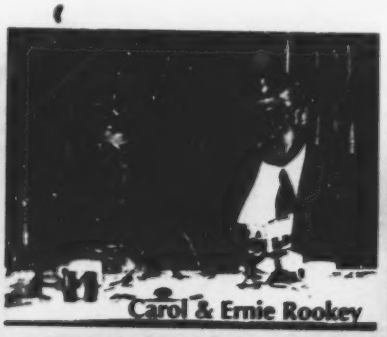

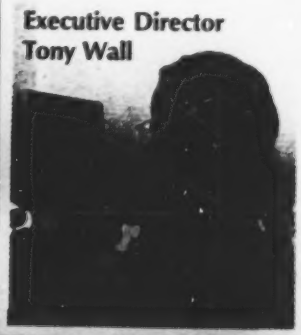

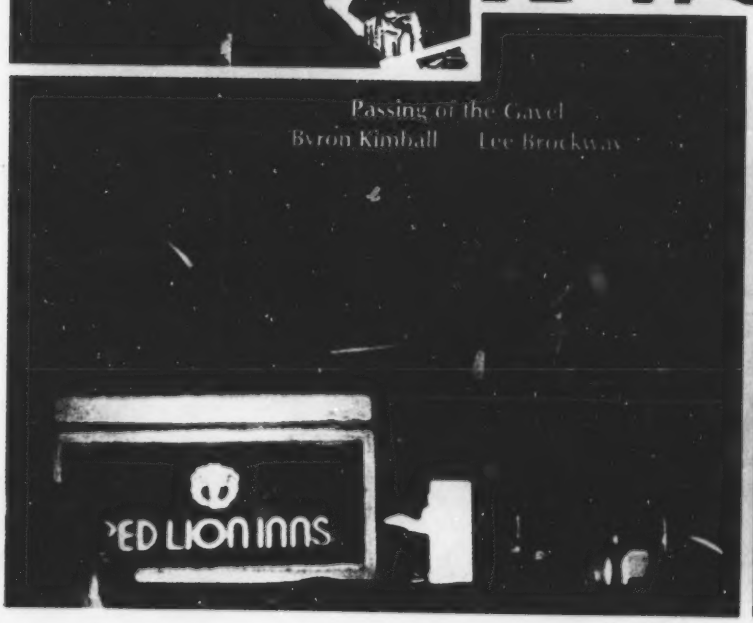

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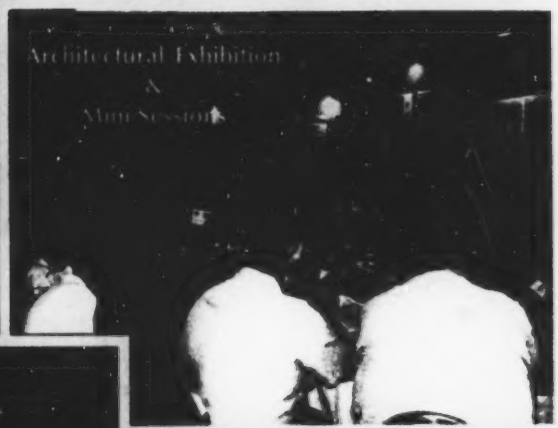
1999 Annual Banquet
CEFPI Board of Directors

CEFPI Staff
1998

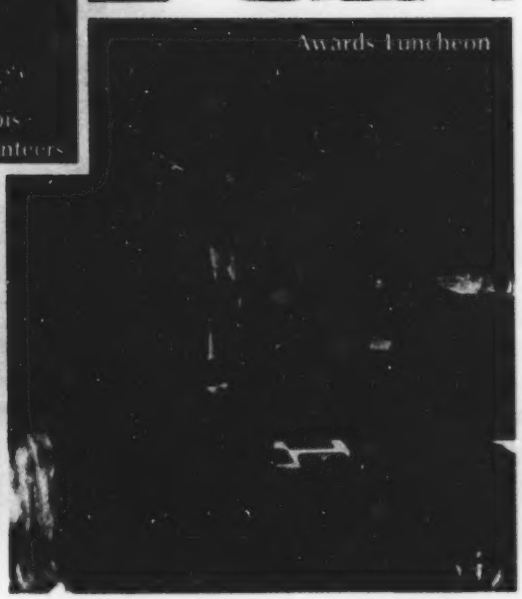
CEFPI Board of Directors 1998



Architectural Exhibition
&
Mini Sessions

Annette & Lois
Conference Volunteers

2000 Strategic Planning Meeting



Awards Luncheon

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CEFPI STRATEGIC PLANS 1980 — 2000

Since 1921 the Council of Educational Facility Planners International has provided leadership in the field of educational facility planning. Recognizing the importance of proper planning, the CEFPI Board has participated in a number of planning efforts in order to reassess its mission and identify new thrusts in the industry. The purpose of developing these plans was to provide focus and improve the association's ability to serve as a viable resource in a changing political, economic and technological environment. Following are the highlights of the Council's Strategic Plans.

— 1981 STRATEGIC PLAN —

- CEFPI should undertake, or cause to be undertaken, research on relevant topics dealing with planning in order to reinforce the professional activities of the CEFPI members.
- CEFPI should focus on programs, projects, and activities concerning conservation of energy, use of alternative sources, energy conscious design, and the preparation of educational facility planners to meet the needs of the post-petroleum world
- CEFPI desires to establish internship programs in facility planning for interested individuals
- CEFPI will continue to develop and refine a role for a team member known as the *Planning Process Facilitator*
- CEFPI desires to provide informational and retrieval services to assist members in their professional activities
- CEFPI will actively seek new members
- CEFPI will continue to provide an annual conference for the professional development of its members
- CEFPI will seek grants and enter into *appropriate* contracts to provide technical assistance
- CEFPI will continue the operation of the *Center for Community Education Facility Planning*
- CEFPI will work to strengthen its regional organization
- CEFPI will continue the publication of the **CEFP JOURNAL** and the **News & Views**
- CEFPI will continue to develop and improve personnel and business related functions and develop a new data processing management information system
- CEFPI will work to strengthen the assets and activities of the Development Fund

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— 1985 STRATEGIC PLAN —

The Mission of CEFPI is to improve the planning, designing, constructing, renovating, equipping, financing, and managing of educational facilities.

GOALS

GOAL 1: To improve the educational planning process

GOAL 2: To promote creative design response to educational needs

GOAL 3: To promote participation in planning

GOAL 4: To discover, collect and disseminate knowledge about educational facility planning

GOAL 5: To improve the process of financing and managing educational facilities

GOAL 6: To improve pre-service and in-service programs for educational facility planners and managers

GOAL 7: To cooperatively develop and establish new and improved guidelines and standards for future and renovated educational facility.

— 1993 STRATEGIC PLAN —

INTERNATIONAL BOARD OF DIRECTORS CHART COURSE FOR COUNCIL'S FUTURE

The International Board of Directors of CEFPI met in San Antonio, Texas on Friday, April 30,1993 to conduct a strategic planning session to determine a future direction for the Council. The session began with the completion of a S.W.O.T. analysis - the identification of the Strengths, Weaknesses, Objectives, and Threats currently facing the Council. Current trends in society and education were identified along with their potential impact on the planning of educational facilities. The issues identified were then categorized into twelve related groupings. Work groups were developed to rate the importance of each of these groupings and to rank each issue. The outcome of these group sessions was the identification of the top three areas of importance to the Council and its membership. Each of these areas was studied and goals developed. The implementation process for each goal includes: the development of a timeline, identifying governance/responsibility, studying cost considerations and potential funding sources. In addition, the International Board of Directors developed and formally approved a mission statement for the organization and a series of belief statements.

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MISSION

The Mission of the Council of Educational Facility Planners International is to promote creative and responsible planning, design, and construction and/or renovation of facilities which will provide the best possible learning environment for all students.

BELIEF STATEMENTS

We believe...

- There is an integral relationship between the quality of education and the quality of educational facilities.
- Every student deserves a clean, safe, comfortable, and pleasant environment in which to learn.
- Quality educational facilities require the leadership of qualified/professional educators, planners, architects and construction professionals.
- Educational facility planning requires a cooperative/collaborative process which includes all stakeholders.
- Educational needs and outcomes should be the driving force in planning, designing and constructing educational facilities.
- CEFPI is an international organization and has an international focus.
- CEFPI should provide the research, training and advocacy for educational facilities.
- CEFPI should serve as the umbrella organization for planners, educators, architects, construction professionals and others linking their professional and collaborative efforts in developing creative learning environments.
- The strength of CEFPI derives from the professional diversity of its members.
- CEFPI can best serve its members by engaging in activities that reinforce these beliefs.

GOALS

- To establish an International Advocacy Program encouraging all communities (educators, parents, students, funding agencies and businesses) to support quality educational facilities as an integral part of a quality educational program.
- To establish an International Training Center to provide quality professional development, continuing education programs and training services for facility planning professionals and educational institutions, agencies and personnel.
- To establish an International Center to conduct and disseminate educational facility research.

— 2000 STRATEGIC PLAN —

FOR THOSE TO COME...

Early in June 2000, nearly 40 people (some from as far away as Australia) from throughout the leadership of the Chapters, Regions, the International Board and staff came together in Arizona to develop a new vision and strategic plan for CEFPI. The theme for the program was *For Those Who Come* and is symbolic for preparing the organization for its future members, leaders and others who will join CEFPI and participate in what it stands for. Coming together for such a purpose generated energy and excitement geared toward making CEFPI a more member driven, issue responsive and key leader in the field of educational facility planning.

VISION

CEFPI: the advocate for excellence in student learning environments.

MISSION

CEFPI is the primary advocate and resource for planning effective educational facilities. We serve those who use, plan, design, construct, maintain, equip, and operate educational facilities.

BELIEFS

CEFPI believes that:

- facilities impact the learning, development and behavior of the facility user;
- the planning process is essential for quality facilities;
- sharing and networking improves the planning process; and
- there is a standard by which to measure.

GOALS

1. Be a growing, diverse, participative organization.
2. Be a cutting-edge resource communicating knowledge through effective mediums and technologies.
3. Be the leading provider of education and training for educational facility planners.
4. Be the leader in promoting, partnering, collecting and disseminating research.
5. Be recognized as the advocate for, and authority on, educational facility planning.
6. Be a financially viable organization that is governed and managed in support of the strategic plan.

We are pleased to share this new vision for the Council with you and build a Council that is here *For Those to Come.*

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2000 AND BEYOND... A MESSAGE FROM OUR FIRST PRESIDENT OF THE NEW MILLENIUM

NANCY R. MYERS, CEFPI PRESIDENT 2000

Nancy R. Myers has been a Speech Therapist, Administrator, College Professor, Marketing Director and Educational Facilities Planner for the past 25 years.

She has been a CEFPI Council member since 1978 when she joined as a student member. Her involvement with the Council has been one of leadership in the Midwest-Great Lakes Region as President and Chairman of several committees. Once her Presidency has been completed, she will have served on the International Board for a total of 10 years.

Nancy was chosen International Planner of the Year in 1995 and in 1998 she was elected as the first woman President for CEFPI.

NANCY WRITES

President of CEFPI for the year 2000 - WOW! Who would have thought that a doctoral student from Indiana University attending her first International Conference in Baltimore in 1979 would one day be the organization's leader!

At the time of my introduction to CEFPI, names like Bill Brubaker, Ben Graves, Aase Ericksen, Bob Hedley and Milt Miller were some of the CEFPI leaders. Dwayne Gardner was Executive Director then and I considered it an honor and privilege when he actually knew my name and asked me to become involved with the organization.

The Great Lakes Region was still a separate Region from the Midwest Region when I first became involved, but Bill Whitnall was the force that kept us on track within our Region.

Nancy Thomas was elected by our Region to serve on the International Board and after one year of serving, she resigned due to her work commitments. Lee Brockway along with Tony

Wall, our Executive Director and other Regional Members decided that I would make a good candidate to replace Nancy Thomas on the Board. At that point in 1991 I was elected by the Great Lakes Midwest Region to replace Nancy as a member of the International Board.

From that initial board meeting in Columbus Ohio when our budget was just a little over $400,000 to my time as President in 2000, I have seen the organization grow from 1,106 members in 1991 to 2076 in 2000. Our budget has grown from $400,000 to $1.2 million and our staff has numbered from 3 to 7, our Chapters have grown from seven in 1991 to nineteen in 2000.

To say major changes have occurred in the past 15 years would be an understatement. To give credit to any one individual or group for all of these changes would be inappropriate. An organization is only as strong as its leadership. Under the leadership of our Executive Director, Tony Wall, with strong support and teamwork by the Board and Tony's small staff, major changes occurred. One only has to look at the statistics to recognize the phenomenal growth that has occurred.

We owe a major debt of gratitude to our former Executive Directors and Board Members who gave so generously of their time and talents to make CEFPI the #1 Facility Planning Organization in the World.

Since Tom Kube has assumed the leadership role in 1997, our growth has continued and we have taken our Regional support and Chapter growth to new levels. Our future is bright! It is with great pride that I have the opportunity to serve CEFPI, as its President for the year 2000.

We are one organization working together to improve the learning environments of our most precious gifts, our children. With that as our noble mission, CEFPI must remain a major force in the planning field.

Nancy Myers, CEFPI President 2000

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The Council of Educational Facility Planners International
9180 E. Desert Cove Drive, Suite 104
Scottsdale, Arizona 85260

Phone: 480.391.0840 Fax: 480.391.0940 www.cefpi.org

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